

The cover features a blue-tinted photograph of a person in a suit walking away from the camera on a city street. The person is carrying a briefcase. The background shows a city skyline with various buildings. A large, solid blue triangle is positioned on the left side of the cover, pointing towards the right. The text 'Governance Report 2022' is written in white, bold, sans-serif font, positioned within the blue triangle.

Governance Report 2022

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- ▶ In accordance with the Corporate Governance Code for Companies and Legal Entities Listed on the Main Market issued by Qatar Financial Markets Authority (QFMA) pursuant to Resolution No. 5 of 2016.

Annual Governance Report 2022

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The background of the cover is a light blue gradient. Overlaid on this are several dark blue, semi-transparent geometric shapes, including a large triangle on the left and a curved shape on the right. A series of thin, black, curved lines sweep across the entire page, creating a sense of motion and depth. The text 'Governance Report 2022' is positioned on the left side, within the dark blue triangular area.

Governance Report 2022

Introduction

Governance is one of the most important management and control systems for companies in general, and for listed shareholding companies in particular. Such importance is due to the fact that governance entrenches the principles of good governance; determines the functions and responsibilities of the Board of Directors, Senior Executive Management and employees of the Company; promotes the principles of justice and equality among stakeholders; ensures productive control and risk management; enhances transparency and disclosure; regulates stakeholder's rights; and promotes community advancement. This can improve the Company's performance in general, and inevitably ends in achieving the true meaning of the principle of upholding the interests of the public, the Company, and stakeholders, placing them before any other interest.

From that standpoint and based on the commitment of Estithmar Holding Q.P.S.C. to the principles of Corporate Governance Code for Companies and Legal Entities Listed on the Main Stock Market, particularly those promulgated under the QFMA Board of Directors' decision No. 5 of 2016, published in the Official Gazette on 15/05/2017, and out of the keenness of the Board to implement the rules of governance, the Company adopts the best management practices with a view to achieving a good governance level. By doing so, the Company aims to: promote the confidence of current and prospective investors; spread the Company's governance culture; consolidate the values of justice and equality among stakeholders and non-discrimination on the basis of race, gender and religion; promote transparency and disclosure and provision of information to the Authority and stakeholders at the right time and in the manner that enables them to make decisions and undertake their duties properly; uphold the values of the Company's corporate social responsibility; giving the public interest of the Company and stakeholders a priority

over the personal interest, and undertake duties, tasks and functions in good faith, integrity, honor, and sincerity and take the responsibility arising therefrom before both stakeholders and society. All that can be achieved by establishing the following principles:

► Transparency

This principle is based on good faith, honesty, and openness; upholding of the values of self-censorship and integrity; exercising of great caution, diligence, and honesty in performing the tasks and functions assigned to each and every employee and official in the Company, including the Chairman, Board members, Senior Executive Management, all employees and other parties related to the Company. This principle determines the framework of disclosure and provision of the information required by the Authority, other regulatory bodies, or stakeholders at the right time and in the manner that enables the requester of information to take the proper decision. It also regulates insiders' way of dealing in the securities issued by the Company or any of its subsidiaries as well as serves to avoid and reduce conflicts of interest and achieve public interest under the concept of fair investment in the market.

► Responsibility Taking and Acknowledgement:

This principle aims to determine the rights, duties and responsibilities in the Company; develop an appropriate control mechanism to hold each official/employee accountable for his work and assess his performance; and assess the Company's overall performance in accordance with best international standards whether the control process is carried out internally by the Board and its committees or by the internal audit, each within its scope of competence, or externally by an auditor. It also aims to make each official acknowledge his responsibility even when delegating some of his functions or powers to others since such delegation is only related to tasks not responsibilities. In addition, this principle aims to outline the social responsibility of the Company and its role towards the development and prosperity of society and preservation of the environment. Justice and Equality:

► Justice and Equality:

Stakeholders, first and foremost shareholders, have equal rights and shall be treated without any discrimination whatsoever on the basis of race, gender or religion, and they shall have all the same rights arising from their share ownership or capacity in the Company. This principle also covers stakeholders' rights in the Company, whether shareholders or others that have a position or an interest in the Company, such as employees, creditors, clients, and suppliers. This is aimed to enable them to exercise and enjoy their rights, particularly the rights related to the General Assembly and accessible participation therein, including the rights to vote, candidacy and election of Board members, dividends, access information, and adopt the bonus and incentives policy in the Company, including bonuses of the Chairman and members of the Board and Senior Executive Management.

Commitment

The Company takes into account the protection of the rights of investors and stakeholders in general, enabling them to exercise such rights, as well as upholding of values of protecting the rights of minority shareholders and employees of the Company by adopting preferential treatment for small investors and minority shareholders. The pillars of such treatment involve: not allowing the majority to control the minority; not allowing one or more Board members to dominate the decision-making process; and adopting cumulative voting method in the election of Board members. This method of voting gives each shareholder voting rights equivalent to the number of shares owned by them and allows them to cast the said votes for a single candidate or divide them among selected candidates without any duplication of votes. The said method could increase the opportunities of minority shareholders to enjoy fair representation in the Board and provide an appropriate mechanism that enable all shareholders and other stakeholders to access information to the extent that protects the interests and rights of the Company and others, as well as a mechanism for submitting appeals and complaints and reporting any violations or risks that might threaten the Company.

► Definitions:

1.Company: Estithmar Holding Q.P.S.C. whose name was changed from Investment Holding Group Q.P.S.C. to Estithmar Holding Q.P.S.C. by virtue of the Extraordinary General Assembly held on 5/29/2022.

2.Chairman: The Board chairman.

3.Board: The Board of Directors of the company

4.Governance: System by which a company is directed and controlled. The governance specifies the foundations and principles of the distribution of rights and responsibilities among the different participations in the Company – such as the Board of Directors, managers, shareholders, and other Stakeholders – and spells out the rules and procedures for making decisions of the Company's affairs.

5.Executive Board Member: A Board member who performs an executive role and/ or has a full-time position.

6.Non-Executive Board Member: A Board member who does not have a full-time management position at the Company or who does not receive a wage.

7.Independent Board Member: A Board member, who has complete independence.

8.Corporate Governance Code: Qatar Financial Markets Authority (QFMA) Resolution No. 5 of 2016 for Companies and Legal Entities Listed on the Main Market and its amendments.

9.Law: Commercial Companies Law No. (11) of 2015 Amended by Law No. (8) of 2021.

10.Authority: Qatar Financial Markets Authority (QFMA).

11.Related Party: A person is considered a Related Party to the Company if that person is a Board member of the Company or a company of its Company; is a Member of the Senior Executive Management of the Company or any company of its Company; owns at least (5%) of the Company shares or any of its Company; or is a relative of any of the former mentioned to the second degree. It also includes the legal persons controlled by a member of the Board of the Company or any company of its Company or of Senior Executive Management and their relatives to the second degree, or that participated in a project or a partnership of any kind with the Company or any company of its Company.

► Disclosures in the Annual Report

The Board is committed to submitting an annual governance report in accordance with the applicable regulations. In its annual report, the Company shall disclose its commitment to apply the principles and provisions of the Governance Code. In case of non-compliance with any principle or provision of the Code for reasons accepted by the Authority, taking into account the public interest, the market interest or the protection of investors, the Company shall specify in the Governance Report the article or articles that it has not complied with and express the justifications for non-compliance or the reasons for violation, as the case may be, provided that the Governance Report is part of the annual report of the Company, including the following:

First: Procedures followed by the Company in implementing the provisions of this Code:

In fact, the Company has adopted the Governance Code No. 5/2016 since the Constituent General Assembly of the Company held on May 8, 2017, which approved the Company's Articles of Association and finally announced the establishment of the Company.

In 2022, the Company adhered to the application of governance systems. To explain, during 2022, the Company held nine (9) meetings for the Audit and Risk Management Committee, six (6) meetings for the Nominations and Remuneration Committee, Six (6) meetings for the Executive Committee, fourteen (14) Board meetings, two (2) Ordinary General Assembly meetings and three (3) Extraordinary General Assembly meetings.

At the level of the Board of Directors, the most important topics discussed were the discussion and approval of all the periodic financial statements at the specified times in accordance with the law and regulations, the Audit and Risk Management Committee reports during the fiscal year 2022 as well as the discussion of the reverse acquisition transaction of Elegancia Group WLL and its subsidiaries, the terms of the acquisition contract, the offer document, and the amendment of the company's Articles of Association, and submitted its recommendations to the General Assembly. The Board of Directors of the Company resigned on 15/3/2021 with all its members, and a new board of directors was elected at the General Assembly held on 11/4/2022. The elected Board of Directors consisted of seven (7) non-independent members and (4) four independent members for

a term of three years.

The new elected Board of Directors took the following decisions:

- Appointing the chairman and vice-chairman of the board of directors and the secretary of the board.
- Formation of the three board committees.
- Review all company policies.

The Board of Directors has called for two (2) meetings for the Ordinary General Assembly and three (3) meetings for the Extraordinary General Assembly where the first Ordinary meeting according to the following:

-The annual ordinary general assembly of the Company was held on 31/3/2022 to discuss the annual data for the year 2021 and on 11/4/2022 to elect a new Board of Directors for the Company following the resignation of the Board on 15/3/2022

-The Extraordinary General Assembly of the company was held on 4/11/2022 to approve the acquisition of Elegancia Group and its subsidiaries and to amend the Articles of Association, on 29/5/2022 to amend the Company's name and amend the trademark accordingly, and on 27/11/2022 to discuss the private placement or issuance of rights, the establishment of a sukuk program and the amendment Article 69 of the Company's Articles of Association.

In addition to the above, the Company made effective disclosures in a way ensuring justice and transparency, preventing conflicts of interest and exploitation of information not available to the public, and clarifying the rules to be followed when dealing in securities by insiders. The Board meetings, resolutions and recommendations, periodic financial statements, and the place and time of holding the General Assembly meetings were disclosed and all the essential data during the acquisition process, the decisions of the regulatory bodies and the Board of Directors in this regard, the resignation of the previous Board of Directors, the election of a new Board of Directors, the formation of its committees and the members of the new committees, the appointment of a new secretary for the Board of Directors, a list of the names and data of the members of the Board of Directors and its committees, the list of the insiders of material events, the recommendations of the committees, and the lawsuits. Also, the contracts signed by the company, the data of the subsidiaries that were established, all the periodic and immediate information, and the basic data of the Company were disclosed according to the applicable laws and regulations and notifications about essential matters.

During the Financial Year 2022, the Company carried out all disclosure procedures stipulated in the applicable laws and regulations, particularly to QFMA, Qatar Stock Exchange and Qatar Central Securities Depository. The Company's website was updated to keep the shareholders updated of all the news and disclosures issued by the Company.

Second: Disclosure of any violations committed during the year, including violations and penalties imposed for non-compliance with the implementation of any of the principles or provisions of this Code, their reasons, the remedial measures taken and ways to avoid the same in the future

Elegancia Group WLL ("Elegancia") announced in November 2021 that it, in partnership with IMG, had signed a contract with Qatari Diar and Qatar Tourism to establish and operate the "Winter Wonderland Project" on Al Maha Island in Lusail City. This advertisement was published in newspapers and on social networking sites.

The Company announced, in the Acquisition Circular prepared as part of the acquisition of Elegancia,

the "Winter Wonderland Project" on page 30.

The Acquisition Circular was notified to the Qatar Financial Markets Authority and published on the Company's website on 16/3/2022 and is still published to date.

And since Elegancia has become, one of Estithmar Holding subsidiaries, in accordance with the disclosures made to the Qatar Financial Markets Authority and other regulatory authorities, the aforementioned project has become one of Estithmar Holding's project.

Accordingly, the marketing department in Elegancia published, on 10/5/2022, an announcement about the components of the Al Maha Island project and used the name of the parent company, i.e. Estithmar Holding.

It should be noted that the Elegancia team, which joined a public shareholding company at the time, less than a month ago, did not take into account the need for disclosure because the project had been previously announced several times and was the subject of discussion on social media for months due to its importance.

In addition to the foregoing, Estithmar Holding Q.P.S.C., addressed the Qatar Stock Exchange and explained the matter and disclosed the project on the stock exchange platform upon its knowledge of the publication of the aforementioned announcement.

By reviewing the financial market on the date of publication of the announcement and on the day preceding the publication and the day following it, the Company believes that the announcement did not constitute material news or affect the price of Estithmar Holding's share in any way as usual in material news and this is confirmed by the study conducted by the Company.

This incident led to Qatar Stock Exchange calling the company to a hearing session, during which the Company explained what was mentioned above, and Qatar Stock Exchange issued a decision to warn the company. After that, the Company was summoned to a hearing for the same incident with the Qatar Financial Markets Authority and the Accounting Committee and the company is awaiting the outcome of the session

As a result, the Company organized periodic meetings to confirm the provisions that the Company and employees are required to abide by with regard to trading important and material information and identifying information that is considered material.

Third: Disclosure of information relating to Board Members and Committees and Senior Executive Management in the Company and their responsibilities, powers and work during the year, as well as their remunerations

▶ **A. BOD Members:**

The Board shall consist of eleven (11) members to be elected by the Ordinary General Assembly by secret ballot. As an exception, the Founders appointed the first Board, which remained in office for five years in accordance with the Company's Articles of Association.

Until 11/4/2022 the Board consisted of the following members:

SN.	Data, Brief CV, and Qualifications of Board Member
1	Mr. Khalid Ghanim Sultan Al Hodaifi Al Kuwari Chairman BA in Police Science from Durham Military College Businessman
2	Mr. Hamad Ghanim Sultan Al Hodaifi Al Kuwari Board Member (Non-Independent, Non-Executive) Military Science Diploma, Royal Military Academy Sandhurst, London, 2000 An officer in the Qatari Police Amiri Diwan
3	Sheikh Nasser bin Ali bin Saud Al Thani Board Member (Independent, Non-Executive) Board member of Ahli Bank
4	Mr. Hamad Abdulla Shareef Al Emadi Board Member (Independent, Non-Executive) Business Management Diploma from Arizona University MBA from Plymouth University CEO of Alijarah Holding Q.P.S.C.
5	Mr. Omar Abdulaziz Al-Marwani Board Member (Independent, Non-Executive) CPA from California Board of Accountancy, USA Board member in several major companies, such as Ooredoo & Katara Hospitality Former CFO of Qatar Investment Authority
6	Mr. Samir Hassan Abu Lughod Board Member (Independent, Non-Executive) BA in Accounting - Beirut Arab University and a member of the Jordanian Association of Certified Public Accountants. Chairman of the Audit Committee - ICC / Netherlands since 2016 Independent Member of the Board of Directors of Al Safwa Islamic Bank/ Jordan since 2017. Partner and former Director of Price Waterhouse (PWC) Jordan. Partner and former director of Ernst & Young (EY) Jordan. Partner and former Director of Arthur Anderson (AA) Jordan.
7	Mr. Abdul-Rahman Ghanim Sultan Al Hodaifi Al Kuwari Board Member (Non-Independent, Non-Executive) BA in Police Science from Durham Military College Businessman

SN.	Data, Brief CV, and Qualifications of Board Member
8	<p>Mr. Mohammed Ghanim Sultan Al Hodaifi Al Kuwari Board Member (Non-Independent, Executive) BSc in Technological and Information Business Administration, Accounting Department, Higher Technological Institute, Egypt Deputy CEO of Investment Holding Company Q.P.S.C. Businessman</p>
9	<p>Mr. Sultan Ghanim Sultan Al Hodaifi Al Kuwari Board Member (Non-Independent, Non-Executive) Business Administration Diploma, Qatar University, 1996 MA in Diplomatic Studies, University of Westminster, UK, 2001 Emiri Diwan, Head of His Highness Emir Office for Personal Affairs</p>
10	<p>Mr. Abdul-Aziz Ghanim Sultan Al Hodaifi Al Kuwari Board Member (Non-Independent, Non-Executive) BSc in Business Administration, Plymouth University, UK, 2011 International Bank of Qatar - Corporate Relations Manager (20/11/2011 - 31/05/2013) Training courses and experience at the National Bank of Kuwait in New York and the UK Amiri Diwan - Amiri Protocols</p>

Following the resignation of the Board of Directors, the General Assembly elected on 11/4/2022 the current Board of Directors, which consists of the following members:

SN.	Data, Brief CV, and Qualifications of Board Member
1	<p>Mr. Mohammad Moutaz Al-Khayyat Chairman Chairman of Power International Holding a business conglomerate that operates in several sectors being contracting, industries, services, agri-food industries, real estate, hospitality tourism, entertainment, and healthcare. Chairman of UCC Holding. Chairman of Baladna QPSC, Qatar's leading dairy company Chairman of Assets Group real estate development Chairman of Aura Group, Qatar's biggest F&B and entertainment group Mr. Mohammad Moataz holds a bachelor's degree in Global Business from the University of West Scotland, United Kingdom</p>

SN.

Data, Brief CV, and Qualifications of Board Member

Mr. Ramez Al Khayyat
Vice Chairman

2

Vice Chairman and Group CEO of Power International Holding a business conglomerate that operates in several sectors being contracting, industries, services, agri-food industries, real estate, hospitality, tourism, entertainment, and healthcare.

Vice Chairman and Managing Director of UCC Holding .

Managing Director of Baladna QPSC, Qatar's leading dairy company, Vice Chairman and Managing Director of Assets Group real estate development.

Vice Chairman and Managing Director of Aura Group, Qatar's leading Hospitality and Entertainment Group.

Mr. Ramez holds a bachelor's degree in Global Business from the University of West Scotland, United Kingdom.

Mr. Khalid Ghanim S Al-Hodeifi Al-Kuwari
Board Member (Non-Independent, Non-Executive)

3

Mr. Khalid is a board member of Estithmar Holding since 2017.

Mr. Khalid is a retired Officer in the Qatari Ministry of Interior. He is also a businessman.

Mr. Khalid holds a bachelor's degree in Police Sciences from the Durham University College in England.

Mr. Hamad Ghanim S Al-Hodeifi Al-Kuwari
Board Member (Non-Independent, Non-Executive)

4

Mr. Hamad is a board member of Estithmar Holding since 2017.

Mr. Hamad is a former Officer at the Qatari Armed Forces from 2000 till 2006 as well as at the Qatari Police.

Additionally, Mr. Hamad worked at Emiri Diwan of the State of Qatar.

Mr. Hamad holds a Diploma in Military Science from the Royal Military Academy Sandhurst England.

Mr. Mohammed Ghanim S Al Hodifi Al-Kuwari
Board Member (Non-Independent, Non-Executive)

5

Mr. Mohammed is a board member of Estithmar Holding since 2017.

Mr. Mohammed is a former Leader in the Ministry of Interior from 1988 till 2003.

Mr. graduated from Higher Technological Institute - Accounting Division, with a Management Information Systems Degree

SN.

Data, Brief CV, and Qualifications of Board Member

6

Sheikh Suhaim Bin AbdulAziz Al Thani
Board Member (Independent, Non-Executive)

Sheikh Suhaim is currently working in the position of managing the protocol for the visit and meeting of His Highness the Emir, in the Protocol Department at the Amiri Diwan.

Vice President of Qatar Sports Club, Head of Al-Bidaa Group, Chairman of the Board of Directors of Al-Bidaa Switchgear.

Sheikh Suhaim holds a bachelor's degree in business administration and marketing - Arab Academy of Sciences - Egypt, and a master's degree in business administration- University of Plymouth - United Kingdom

7

Mr. Abdulla Darwish Al Darwish
Board Member (Independent, Non-Executive)

Chairman of the Board of Directors of Energy City Company, Member of the Executive Committee of Energy City Company, Vice President of Al-Bidaa Group, Vice Chairman of the Board of Directors of Al-Bidaa Electrical Switchgear, Chairman and CEO of the Andalusian Hospitality Company - Malaga - Spain.

Mr. Abdulla holds a bachelor's degree in business administration from Northampton University - United Kingdom, he holds a Diploma in Business Administration from North Atlantic College

8

Dr. Bothaina Al Ansari
Board Member (Independent, Non-Executive)

Chairman of the Board of Directors of Just State Real Estate Company, Member of the Association to Promote the Role of Women in the Technological Sector - Hillary Clinton Initiative, Vice-Chairman of the Board of Directors of Graduates in Qatar and Secretary of the Fund, Vice President of the Association of MBA Alumni - Qatar University, Honorary Ambassador of the Qatar Cancer Society.

She was awarded the title of 'Businesswoman of the Year 2011' Entrepreneur magazine.

Dr. Bothaina Al Ansari holds a PhD in Business Administration from Nottingham Trent University - United Kingdom and a master's degree in business administration - Qatar University, she holds a master's degree in strategic planning - the American University - Cairo - the Arab Republic of Egypt and graduated from Qatar Leadership Center Executive Program

SN.

Data, Brief CV, and Qualifications of Board Member

9

Mr. Ibrahim Abdulla Al Abdulla
Board Member (Independent, Non-Executive)

Mr. Ibrahim has more than twenty-five years of experience in the real estate and administrative fields, especially in local and foreign human resources. He also held many high administrative positions during his work in the state.

Mr. Ibrahim is a member of the Board of Directors of the Granada Trading Company, a member of the Board of Directors of the Lighting Design Company, and Director of Asian-African Human Resources in the Qatari Diar Company

Mr. Ibrahim holds a bachelor's degree from the College of Science - Qatar University.

10

Mr. Eyad Abdulrahim representing Urbacon for Trading and Contracting WLL
Board Member (Non-Independent, Executive)
Managing Director

Mr. Eyad brings over 25 years of experience in leading Finance departments in the region. He has led major publicly listed companies and family business finance departments and has also assumed board and top management positions within. He has also performed on major regional and international boards of directors.

Mr. Eyad has worked with some of the major institutions within the Middle East and GCC including Emaar, The Economic City, Al Futtaim Group Real Estate, Dubai Properties Group, Arabtec Holding, DEPA LTD, Standard Chartered Bank, and Arab Bank.

He has led several IPOs in the region in addition to major restructuring, complex money market transactions, and growth responsibilities within his career.

Eyad is a well-proven leader within the Finance community in the MENA area and the GCC in particular.

He holds an MBA degree from UOWD in Dubai and a degree in Accounting and Finance.

11

Mr. Mohamad Mohamad Sadiq Al-Dawamaneh representing Highness Holding Company WLL
Board Member (Non-Independent, Non-Executive)

Mr. Mohamad is the Business Development Manager of Power International Holdings.

Mr. Mohamad holds a bachelor's degree in civil engineering - Geotechnical Engineering - College of Civil Engineering

The Company is committed to the competence and effectiveness of Board members. It shall ensure that Board members are qualified with sufficient knowledge of administrative matters and relevant experience to perform their duties effectively, and that they devote enough time to do their job with integrity and transparency in order to achieve the Company's interest, goals and objectives. Board members shall meet the applicable requirements, namely: None is under twenty-one years of age; none has been sentenced to a criminal penalty, or an offence against honor or integrity, or any of the crimes referred to in Article 40) of Law No. 8 of 2012 on Qatar Financial Markets Authority, and Articles (334) and (335) of Law No. 11 of 2015 promulgating the Commercial Companies Law; none is banned from practicing any work in the entities subject to the Authority's oversight under Article (35 (paragraph 12)) of Law No. 8 of 2012 referred to; and none has been declared bankrupt, unless they have been rehabilitated.

Moreover, all the Board of Directorss members, with the exception of the independent members and Mr. Mohammad Ghanem Sultan Al-Hudaifi Al-Kuwari as will be explained below, are shareholders and owners of "100,000 shares" one hundred thousand shares of the Company's shares mentioned in the Company's Articles of Association.

Such shares shall be deposited with the Depository Authority with restriction of trading, mortgage or seizure until the end of membership period and approval of the Financial Statements of the last fiscal year in which the member performed his duties. Such shares shall also be allocated to guarantee the rights of the Company, shareholders, creditors and third parties for the liability against Board members.

(It should be noted that the guaranteed shares belonging to Mr. Mohammad Ghanem Sultan Al-Hudaifi Al-Kuwari were sold in implementation of a judicial ruling, and he repurchased new shares, which were also sold.

Accordingly, the Company officially informed him of the need to comply with the provisions of the laws in force and to purchase the guaranteed shares, and when he did not buy new shares, the Company sent him a letter with a deadline for the shares purchase, otherwise the regulatory authorities will be notified.

Mr. Mohammad Ghanem Al-Hudaifi sent a letter to the company committing to purchase the guarantee shares and maintain them throughout his membership term.)

The members of the Board also acknowledged not occupying any position prohibited by law to be combined with the membership of the Board, based on written declarations signed on 26/12/2022,.

The Board shall ensure that no one or more members shall control the decision-making process in the Company by approving the Company's authority matrix. The authority matrix detailed the powers of the Board, Executive Management, general managers, and senior employees in the Company and its subsidiaries in terms of decision making, including plans and budget, corporate governance, periodic reports and control, policies and procedures, salary scales, employee relations and affairs, banking and financial matters, payment and contractual obligation signing powers, stock inventory pricing, contract amendments, financial and legal settlements, disposal of assets and debt clearances, and public relations. It also included a detailed analysis of the control systems and risk policies of the Company and its subsidiaries.

In addition to the above, the Company shall ensure that no Board member may combine any of the prohibited positions at the same time. That is, no Board member, whether in person or in capacity, may serve as a board chairman or a vice-chairman for more than two companies headquartered in the State, nor serve as a board member for more than three shareholding companies headquartered in the State, nor serve as a delegated director in more than one shareholding company headquartered in the State, nor combine two board memberships of two companies exercising a homogeneous activity. The Company shall not allow combining the position of the Board Chairman with any other executive position in the Company.

▶ 1. Board Charter:

The Company committed to preparing the Charter of the Board in 2017 and published it on its website www.estithmarholding.com. It shall amend the Charter according to the circumstances.

▶ 2. Board Responsibilities:

The Board shall represent all shareholders and exert due diligence and care in managing the Company in an effective and productive manner so as to achieve the interest of the Company, partners, shareholders and stakeholders, and achieve public interest as well as promote investments in the State and enhance community development. The Board shall also bear the responsibility for protecting shareholders from illegal or arbitrary practices and business, or from any acts or decisions that may be harmful to them, cause discrimination among them, or let a Company dominate another.

The responsibilities of the Board are clearly defined in the Company's Articles of Associations and in "the Board Charter" referred to above.

Without violating the provisions of the law, the Board shall carry out its functions and duties and bear its responsibility according to the following:

- The Board shall carry out its duties responsibly, in good faith and with due diligence. Its decisions shall be based on sufficient information received from the Executive Management, or from any other reliable source.
- A Board member shall represent all shareholders and shall be committed to achieving whatever is in the interest of the Company, not the interest of the person he represents or the person that voted in favor of his appointment to the Board.
- The Board shall determine the powers to be delegated to the Executive Management and the procedures for taking any decision and the validity of such delegation. It shall also determine matters reserved for decision by the Board. The Executive Management shall submit to the Board periodic reports on the exercise of delegated powers in order to consider the proposed recommendations and make administrative decisions thereon.
- The Board shall ensure that procedures are laid down for familiarizing the new Board members with the Company's business and, in particular, the financial and legal aspects, and providing them with the necessary training.
- The Board shall ensure that sufficient information about the Company is made available to all Board members in general, and to non-executive members in particular, to enable them to perform their duties and roles efficiently.
- The Board didn't conclude any loan contracts with terms exceeding three years and did not sell or mortgaged the property of the Company, or discharged the Company's debtors from their obligations, unless it is authorized to do so under the Company's Articles of Association and according to the conditions stipulated therein. In case the Company's Articles of Association contains provisions in this regard, the Board did not act without the approval of the General Assembly, unless such acts fall within the normal scope of the Company's purposes.
- The Board assumed all the powers and authorities necessary to manage the Company and delegated some functions to its committees, particularly the Audit and Risk Management Committee, the Nominations and Remuneration Committee, and the Executive Committee. However, the Board is not bound by the recommendations made in the minutes of the committees.

▶ 3. Board Chairman:

The Chairman serves as the head of the Company, represents it before others and before the judiciary, is primarily responsible for ensuring the proper management of the Company in an effective and productive manner, and works to achieve the interest of the Company, partners, shareholders, and stakeholders. The Board Charter defines the tasks and responsibilities of the Chairman as follows:

- Ensuring that the Board discusses all the main issues in an efficient and timely manner;
- Approving the agenda of the Board meeting, taking into consideration any matter proposed by any Board member;
- Encouraging all Board members to collectively and effectively participate in the conduct of the Board's affairs to ensure that the Board is undertaking its duties to achieve the best interest of the Company;
- Making available for the Board members all data, information, documents and records of the Company, and the Board and its committees;
- Creating effective communication channels with shareholders and communicating their opinions to the Board;
- Allowing effective participation by non-executive Board members in particular and promoting constructive relations between executive and non-executive Board members; and
- Keeping Board members constantly informed about the implementation of the provisions of the Governance Code, allowing the Chairman to authorize the Audit and Risk Management Committee or others in this regard.

▶ 4. Board Meetings:

The Board shall meet at the invitation of its Chairman in accordance with the Company's Articles of Associations or at the request of two of its members. The invitation, accompanied with the agenda, shall be sent to each member at least one week prior to the appointed date of the meeting. Any member may request the addition of one or more items to the agenda, and the Chairman shall confirm the addition of such new items to the agenda. During 2022, the Board held fourteen (14) Board meetings, at intervals not exceeding three months. Those meetings were attended by the majority of members. All members participated in the meetings of the Board in person or by means of modern communication technology, so that all members heard and participated in the proceedings of the Board and the issuance of its decisions.

The decisions of the Board were always passed by a majority vote of those present or their representatives. All meetings were signed by the Chairman and the Secretary, as well as all members present. Some decisions were issued in a written and valid form that is enforceable for all purposes, with at least half of the members signing in accordance with Article 33 of the Company's Articles of Association.

All the minutes of meetings were signed by the Chairman and the Secretary. Accordingly, the Board complied with the provisions of Article 104 of the Companies Law, Article 14 of the Governance Code, and Article 33 of the Company's Articles of Association.

The schedule of Board meetings in 2022 is as follows:

Meeting No.	Date	Meeting Agenda	Attended Directors
1/2022	24/1/2022	1- The latest developments in the acquisition process with Elegancia Group LLC 2- The 2022 budget. 3- Liquidation of the Electromechanical Engineering Company. 4- Developments of the Investment Holding Group Q.P.S.C. and its subsidiaries. 5- Resignation of the group's employees. 6- Discussing the CEO's resignation	9
2/2022	9/2/2022	Special powers of the Chairman of the Board of Directors of the Investment Holding Group Q.P.S.C	9
3/2022	31/2/2022	1- Changing the representatives of the Investment Holding Group Q.P.S.C. in the Board of Directors of the Electromechanical Engineering Company W.L.L. 2- Changing the representatives of the Investment Holding Group Q.P.S.C. in the Board of Directors of United Engineering Systems W.L.L. 3- Changing the representatives of the Investment Holding Group Q.P.S.C. in the Board of Directors of Watermaster Qatar W.L.L. 4- Changing the representatives of the Investment Holding Group Q.P.S.C. in the Board of Directors of United Supplies Company W.L.L. 5- Deletion of the name of Mr. Samer Wehbe from the commercial register and the establishment registration of the group and its subsidiaries	
4/2022	15/2/2022	Discussing the resignation of the CEO of Investment Holding Group Q.P.S.C	8
5/2022	27/2/2022	Discussing the amendments proposed by Elegancia to the offer document	8
6/2022	6/3/2022	1-Discussing the consolidated balance sheet of the company, the profit and loss statement, the statement of financial flows and the clarifications for the year ending on 31/12/2021 compared to the fiscal year ending on 31/12/2020 certified by the company's auditors and the report of the Board of Directors on the company's activity, financial position and future plans Discussing the governance report. 2-Discussing the report of the Audit and Risk Committee on the financial statements on the company's activities and its financial position during the fiscal year ending on 31/12/2021.	6

The schedule of Board meetings in 2022 is as follows:

Meeting No.	Date	Meeting Agenda	Attended Directors
		3- Discussing offers to appoint account auditors and determine their profits. 4- Discussing and recommending to the General Assembly about distributing profits to shareholders 5- Determining remuneration of the members of the Board of Directors. 6- Inviting the annual general assembly of the company to convene and renew their agenda.	
7/2022	7/3/2022	Discussing granting non-independent board members a follow-up allowance	9
8/2022	15/3/2022	The resignation of all the current members of the Board of Directors following the issuance of a decision by the Qatar Financial Markets Authority to accept the acquisition process and to invite the Ordinary and Extraordinary General Assembly to convene and open the door for candidacy	7
9/2022	23/3/2022	Examining the applications of candidates to occupy the positions of seven non-independent members and four independent members of the Board of Directors of the Investment Holding Group Q.P.S.C., and identifying the candidates who meet the candidacy requirements and whose names will be presented to the Ordinary General Assembly to be invited to elect a new board of directors for the group	9
10/2022	11/4/2022	1- Election of Chairman and Vice Chairman of the Board, and the MD; 2- Appointment of Board Secretary; 3- Approval of Setting up Board Committees (ExCom, Risk & Audit, and NRC), and appointing the committees chairpersons and members and the directors sitting fees. 4- Appointment of IHG's CEO and CFO; 5- Approval of IHG's authorized signatories (CR); 6- Delegation of the (Vice Chairman) to represent IHG (EG) and amend authorized signatories, CRs, TLs and other official documents; 7- Approval of IHG's Bank Signatories; 8- Approval of IHG's DoA; 9- Approval of the Management Agreement with PIH (and reviewing the independent 3rd part report on its arms-length position).	11

The schedule of Board meetings in 2022 is as follows:

Meeting No.	Date	Meeting Agenda	Attended Directors
11/2022	25/4/2022	1. Acknowledge the meeting minutes of the last Board meeting No. 10/2022 dated April 11, 2022 2. Acknowledge the resolutions issued in the last Board meeting No. 10/2022 dated April 11, 2022 3. Approval of IHG's Un-Reviewed /Un-audited financial statements for the period ended March 31, 2022, as per the AC Recommendation. 4. Acknowledge the results of the ExcCom Meeting No 1 /2022. 5. Acknowledge the results of the N&R Committee's Meeting No 1 /2022. 6. Any other business	11
12/2022	23/6/2022	1. Acknowledge the Board Minutes of Meeting No. 11/2022 dated April 25, 2022 2. Acknowledge the Board Resolutions issued in Meeting No. 11/2022 3. Acknowledge the Board Resolutions by Circulation 4. Acknowledge the Results of the NRC Meeting No. 2/2022 5. Acknowledge the Results of the ExCom Meeting No. 3/2022 6. Acknowledge the Results of the AC Meeting No. 2/2022 7. Any Other Business	6
13/2022	11/8/2022	1- Acknowledge the minutes of the last Board meeting dated June 23, 2022. 2- Acknowledge the resolutions issued in the last Board meeting dated June 23, 2022. 3- Endorse the results of the Risk & Audit Committee meeting No. 3/2022. 4- Approve the company's Reviewed /Un-audited financial statements for the period ended June 30, 2022. 5- Approve the settlement with QNB Capital regarding the success fee as per the agreement signed with IHG upon the completion of the of the reverse acquisition. 6- Approve amending the current profit distribution policy from (40%-60%) to become up to 85% of net profit. 7- Any other business <ul style="list-style-type: none"> - Proposal of Capital Increase and Sukuk Program - Postpone the sale of shares for major shareholders. 	11

The schedule of Board meetings in 2022 is as follows:

Meeting No.	Date	Meeting Agenda	Attended Directors
14/2022	27/10/2022	<ol style="list-style-type: none"> 1. Acknowledge the minutes of the last Board meeting dated August 11, 2022. 2. Acknowledge the resolutions issued in the last Board meeting dated August 11, 2022. 3. Endorse the results of the Nomination and Remuneration Committee meeting No. 3/2022 4. Endorse the results of the Executive Committee meeting No. 5/2022. 5. Endorse the results of the Risk & Audit Committee meeting No. 4/2022. 6. Approve the company's Reviewed /Un-audited financial statements for the period ended September 30, 2022. 7. Acquisition proposal (Al Bidaa Switchgear WLL) 8. Discussing the possibility of Estithmar Ventures Real Estate Development WLL, a fully owned Subsidiary of Estithmar Holding, acquiring a resort in the Maldives, and proceeding with the required studies. 9. Approve the amendments to the DoA . 10. Any other business. 	10

► 5.Board Secretary:

The Secretary provided the needed assistance for the Chairman and all members of the Board in conducting their duties and committed to the conduct of all work of the Board, including:

- Recording the minutes of Board meetings, setting out the names of attending and absent members, indicating all that has taken place during meeting discussions, and recording members' objections to any decision issued by the Board.
- Recording Board decisions in the register prepared for this purpose as per issuance date.
- Recording the meetings held by the Board in a serial numbered register prepared for this purpose and arranged as per the holding date, setting out the names of attending and absent members, meeting discussions, and members' objections, if any.
- Keeping Board meetings' minutes, decisions, and reports, as well as all Board records and correspondence in paper and electronic records, as the case may be. Invitations were always sent electronically, and none of the Board members objected. The Secretary confirmed that invitations were delivered to all members.
- Sending to Board members and participants - if any - the meeting invitations accompanied with the agenda at least one week prior to the appointed date of the meeting and receiving members' requests to add one or more items to the agenda and indicating the submission date thereof.
- Fully coordinating between the Chairman and members, and among members themselves, as well as between the Board, Related Parties and Stakeholders in the Company, including shareholders, management, and employees.
- Enabling the Chairman and members to have timely access to all information, documents, and data of the Company.

- Keeping Board members' acknowledgments of not combining prohibited positions according to the law and the provisions of this Code. In this regard, the Board's decision No. 12/2018, dated 13 June 2018, was issued to inform the Board of the positions prohibited to be combined by Board members. The Chairman and members of the Board acknowledged that they are fully aware of this requirement and declared that they do not occupy any of the positions prohibited to be combined.

▶ 6. Board Committees:

Since its incorporation, the Board of Directors has two committees, the Audit and Risk Committee and the Nominations and Remunerations Committee. On April 11, upon the election of a new Board of Directors for the Company, the Board of Directors formed the third committee, which is the Executive Committee.

The Board prohibited chairing more than one of the Board Committees mentioned in the governance regulations. The chairmanship of the Audit Committee was not combined with the membership of any other committee. None of the committees held a meeting except with the attendance of its chairman and at least one member. Minutes were prepared for each meeting, indicating meeting discussions, and signed by the committee's chairman and the members present.

Committees shall submit annual reports to the Board, including their work and recommendations. The Board approved the recommendations of the committees at its first meeting after the convening of these committees. In this regard, the Board shall include the work of the committees in the annual report.

▶ 7. Internal Control System:

The Company shall adopt the policy and proposal submitted by the Audit and Risk Management Committee on the Company's internal control system. The said proposal shall include a control mechanism; the duties and functions of the Company's departments and divisions as well as the provisions and procedures of responsibility therein; and awareness and education programs for employees about the importance of self-control and internal controls. It shall also include the Company's risk management plan that identifies, at least, the major risks that the Company may face, particularly those related to new technology; determines the Company's ability to take risks; sets up mechanisms to identify, measure and monitor risks; and implements awareness programs and develops ways to mitigate them. The Internal Control System of the Company shall include establishing one or more efficient and independent units to assess and manage risks, carry out financial audit, and oversee the Company's compliance with the controls of financial transactions, especially those done with any Related Party. The said unit shall be managed by one or more internal auditors enjoying competence and experience in financial audit, performance assessment and risk management. The internal auditors enjoy access to all the Company's departments to follow up their work. A decision was issued by the Board regarding the appointment, functions and remuneration of internal auditors. They shall report to the Board.

The internal auditor shall submit to the Audit and Risk Management Committee a report every three months on the Company's internal control work. Based on the recommendation of the Audit and Risk Management Committee, the Board shall determine the data to be included in the report, including at least the following:

- Procedures of control and supervision in respect of financial affairs, investments, and risk management.
- Review of the development of risk factors in the Company and the suitability and effectiveness

- of the systems adopted by the Company to face the drastic or unexpected changes in the market.
- Comprehensive assessment of the Company's performance regarding its implementation of the Internal Control System in compliance with provisions of this Code.
 - The Company's compliance with applicable market listing and disclosure rules and requirements
 - The Company's compliance with Internal Control Systems when determining and managing risks.
 - The risks faced the Company and their types, causes and the actions taken in relation thereto.
 - Proposals for addressing violations and eliminating the causes of risks.

► 8. External Control:

The Audit and Risk Management Committee shall review and study the offers of External Auditors registered in the Authority's External Auditors List, and then submit to the Board a recommendation with reasons to choose one or more offers to appoint the Company's external auditor. Once the Board has approved the recommendation, it shall be included in the agenda of the Company's General Assembly meeting. The General Assembly shall appoint one or more external auditors for one-year renewable for a similar period or other similar periods up to a maximum of five consecutive years, provided that no external auditor may be reappointed before the passing of two consecutive years.

► 9. Disclosure and Transparency Requirements:

The Board shall comply with the disclosure requirements, including the financial reports, the number of shares owned by the Chairman, Board members, Senior Executive Management, and major shareholders or controlling shareholders. It shall also comply with the disclosure requirements regarding the information related to the Chairman, Board members and Board committees, as well as their academic and practical experiences as reflected in their CVs, and whether any of them is a member of the board, senior executive management, or board committees of another company.

The Company made all immediate and periodic disclosures in accordance with the QFMA's regulations, notably the Offering and Listing of Securities Rulebook issued by QFMA by Decision No. 3 of 2010 as amended in its entirety, particularly Articles 48 et seq. It disclosed the financial statements for the fiscal year ended 2021 as well as the financial statements for the first quarter, first half and third quarter of the fiscal year 2022. The Board disclosed the number of shares held by the Chairman, members of the Board and major shareholders, and the information related to the Chairman and members of the Board according to the law, especially on the Company's website www.estithmarholding.com. The Company also maintained updated copies of the Shareholders' Register at the end of each month since the establishment of the Company.

The shares held by the Chairman and members of the Board, the Senior Executive Management and major shareholders, and their percentage of the Company's capital until 31/12/2022, are as follows:

Name	Title	Number of Shares	Capital Share (%)
Mr. Mohammad Moutaz Al-Khayyat	Chairman of the Board	649,850,766	19.09%
Mr. Ramez Al Khayyat	Vice Chairman of the Board	649,850,766	19.09%
Mr. Khalid Ghanim S Al-Hodeifi Al-Kuwari	Board Member	7,666,120	0.23%
Mr. Hamad Ghanim S Al-Hodeifi Al-Kuwari	Board Member	8,092,020	0.24%
Mr. Mohammed Ghanim S Al Hodifi Al-Kuwari	Board Member	-	-
Sheikh Suhaim Bin AbdulAziz Al Thani	Board Member-Independent	-	-
Mr. Abdulla Darwish Al Darwish	Board Member-Independent	-	-
Dr. Bothaina Al Ansari	Board Member-Independent	-	-
Mr. Ibrahim Abdulla Al Abdulla	Board Member-Independent	268,500	0.01%
Mr. Eyad Abdulrahim representing Urbacon for Trading and Contracting WLL	Board Member Managing Director	637,504,375	18.73%
Mr. Mohamad Mohamad Sadiq Al-Dawamaneh representing Highness Holding Company WLL	Board Member	7,430,000	0.22%
Mr. Hassan Morad Agha	Secretary of the Board	-	-
Mr. Henrik Halager Christiansen	Group Chief Executive Officer	-	-
Mr. Gerard Hutchinson	Chief Financial Officer	-	-

Name	Title	Number of Shares	Capital Share (%)
Mrs. Sanaa Daakour	Group Legal Affairs Director	-	-
Mr. Riad Al Sowaity	Group HR Director	-	-
Mr. Salem Aladbi	Government & Public Relations Director	-	-
Mr. Mohammad Fahed	Investor Relations Manager	-	-

Major shareholders who own more than 5% of the Company's capital as of 31/12/2022 is:

Name	Number of Shares	Capital Share (%)
Mrs. Sumaia Saber Hamcho	694,657,846	20.41%
Mr. Mohammad Moutaz Al-Khayyat	649,850,766	19.09%
Mr. Ramez Al Khayyat	649,850,766	19.09%
Urbaccon for Trading and Contracting WLL	637,504,375	18.73%

The Company is committed to disclosing transactions and dealings with Related Parties as well as the transactions made by Board members, Senior Executive Management and insiders.

The Company is also committed to determining its policy on dealing with rumors by denying or confirming, through the official spokesman of the Company mentioned above. Moreover, the Company is committed to making clear disclosures in writing and in a manner not inconsistent with the Authority's relevant legislation. The Board shall ensure the accuracy and validity of the Company's disclosures and its commitment to all disclosure rules.

► 10. Stakeholder Rights:

The Company is committed to ensuring equal treatment of all shareholders. Its Articles of Association include the shareholders' rights to cumulative voting, dispose of shares, receive dividends, and attend General Assembly meetings and participate in deliberations and vote on their decisions. The Company is also committed to allowing shareholders to request any information but with no harm to the interests of the Company. In this respect, the Company has a website that enables all shareholders to view its documents and information, including but not limited to:

- List of Board members, showing independent and non-independent members and executive and non-executive members, and determining the term of Board seat for each member separately and indicating whether the member occupies a seat in any of the boards of other companies.
- The Secretary of the Board and the decision to appoint him, along with his academic qualifications or experience certificate in accordance with Article 16 of the Corporate Governance Code and the

- legal entities listed on the Main Stock Market.
- List of the Company's authorized signatories.
 - List of Insiders.
 - Shareholding ratio of Board members in capital.
 - Capital structure and major shareholders' share in the Company's capital.
 - An explanatory statement detailing the Company's structure of ownership in any subsidiary and determining ownership ratios.
 - The Company's organizational structure showing senior executives.
 - Articles of Association.
 - Commercial Register.
 - List of the Company's policies and procedures.
 - External Auditor.
 - Contact data.
 - Articles of Association and Memorandum of Association and the amendments thereof.
 - Governance Charter.
 - Financial Statements.

▶ 11. Shareholders' Rights Related to General Assembly:

The Company's Articles of Associations include regulating the shareholders' rights related to the General Assembly Meeting, including:

- Articles 45 and 55 of the Company's Articles of Association of the Company provide for the right of shareholder(s) owning at least 10% of the Company's capital, and for serious reasons, to invite the General Assembly to convene, and the right of shareholders representing at least 25% of the Company's capital to invite the Extraordinary General Assembly to convene pursuant to the procedures prescribed by the law and regulations in this regard.
- Article 46 of the Articles of Association provides that if a number of shareholders representing at least 5% of the Company's capital require the inclusion of certain matters on the meeting agenda, the Board must include them. Otherwise, the General Assembly may decide to discuss these matters at the meeting.
- Article 49 of the Company's Articles of Association provides for the right to attend meetings of the General Assembly; to have the opportunity to participate actively in these meetings and in deliberations taking place therein; to discuss the matters on the agenda; and to be informed about the date and place of the General Assembly meeting, the issues included in the agenda and the rules governing discussions and asking of questions. Moreover, shareholders are entitled to ask questions to Board members and receive answers from them to the extent that this does not jeopardize the interests of the Company. They are also entitled to appeal to the General Assembly if the answer to their questions is deemed insufficient, and the General Assembly's decision shall be binding in this respect.
- Article 48 of the Company's Articles of Association provides for the right of a shareholder to appoint, by virtue of a written special and fixed proxy, another shareholder who is not a member of the Board to attend the meeting of the General Assembly on his behalf, provided that the number of shares held by the proxy shall not exceed 5% of the Company's capital shares. In addition, minor and interdicted shareholders are entitled to attend the meetings of the General Assembly, and they are represented by their legal representatives. Shareholders are also entitled to vote on the General Assembly's resolutions and to receive all information on the rules and procedures governing the voting process.
- Shareholders have the right to object to any decision that is deemed to be issued for the interest or harm of a certain Company of shareholders, or that brings a special benefit to the members of the

Board or others without regard to the Company's interests. They are also entitled to demonstrate this in the meeting minutes and to invalidate the decisions to which such shareholders objected in accordance with provisions of the law in this regard.

▶ **12. Facilitating Effective Participation in General Assembly & Voting:**

The Company enables shareholders to review the minutes and results of the General Assembly meetings by immediately disclosing them to the Qatar Financial Markets Authority, the Qatar Stock Exchange and the Ministry of Industry and Trade. It also places the minutes on the Company's website.

There is no impediment to any shareholder using his right to vote, especially since the voting process is cumulative and it is done through secret ballot.

▶ **13. Shareholders' Rights Regarding Dividends Distribution:**

Article 69 of the Company's Articles of Association stipulates that the remainder of the net profits after deducting the legal reserve and the optional reserve shall be allocated for the distribution of profits to the shareholders or to rotate them in part or in full according to what is proposed by the Board of Directors and approved by the General Assembly. The shareholder is entitled to his share of the profits in accordance with the regulations and controls applied by the Qatar Financial Markets Authority and the financial market in which the shares are listed.

The eligibility to obtain the profits approved by the General Assembly for distribution, whether in cash or free shares, shall be for the shareholder registered in the Shareholders Register at the depository at the end of trading on the day of the General Assembly.

It is also permissible, by virtue of a decision of the Ordinary General Assembly, based on a proposal by the Board of Directors, to distribute interim profits to the shareholders who own the company's shares on the maturity date, with a maximum of 85% of the net profits for that period. The decision determines the maturity date in accordance with the regulations and controls in force at the Qatar Financial Markets Authority. And the Qatar Stock Exchange, if the Board of Directors finds that such distribution is justified.

▶ **14. Shareholders' Rights Regarding to Major Transactions:**

In accordance with Article 27 of its Articles of Association, the Company guarantees by virtue of cumulative voting the protection of shareholders' rights in general and minority shareholders in particular. Also, the Company is committed to protecting shareholders' rights in general, as it complies with the laws, especially the Commercial Companies Law and the laws and regulations of Qatar Financial Markets Authority.

The Company's Articles of Association provide protection to shareholders in the event of concluding major transactions or actions that may prejudice the interests of shareholders, such that:

1. Neither the Chairman nor any member of the Board may engage in any business that would compete with the Company's business, or trade for their own account or for the account of others in one of the activities of the Company. Otherwise, the Company may claim compensation or consider the operations undertaken by them as if being carried out for their account.

2. Neither the Chairman of the Board, one of its members nor one of the directors may engage in any work similar to that of the Company's activity, or have a direct or indirect interest in contracts, projects and engagements made to the Company's account.

3. The Company shall not provide any monetary loan of any kind to any member of its Board or guarantee any loan made by one of them with third parties. Any act contrary to the provisions of this Article shall be considered null and void without prejudice to the right of the Company to claim compensation from the violator if necessary.

4. The Chairman and members of the Board or employees of the Company shall be prohibited from exploiting any information acquired by any of them, by virtue of their membership or position, to make a gain for himself, his spouse or children or for any of his relatives up to the fourth degree either directly or indirectly as a result of dealing in the Company's securities. Moreover, none of them shall have a direct or indirect interest with any entity that carries out operations intended to affect the prices of securities issued by the Company. Such prohibition shall remain valid for three years after the expiration of the member's term of office on the Board or the end of his employment in the Company.

5. The Board shall disclose the transactions and dealings concluded by the Company with any related party where the latter has an interest that may conflict with the interests of the Company.

6. Shareholders shall have the right to object to any decision that is deemed to be issued for the interest or harm of a certain Company of shareholders, or that brings a special benefit to the members of the Board or others without regard to the Company's interests. They are also entitled to demonstrate this in the meeting minutes and to invalidate the decisions to which such shareholders objected in accordance with provisions of the law in this regard.

7. Each shareholder may individually file a case if the Company does not file the same, in the event that the fault that has occurred may cause damage thereto as a shareholder, provided that the shareholder shall notify the Company of his intention to file the lawsuit. Any provision in the Company's Articles of Association contrary to this shall be considered null and void.

Further, under Article 45 of its Articles of Association, the Company shall prohibit any kind of discrimination among shareholders for any reason and shall treat small and minority shareholders on an equal footing with major shareholders in all cases, especially when the Company intends to enter into major transactions that may harm their interests or prejudice the ownership of the Company's capital. That is, it is not permitted to enter into major transactions that involve owning, selling, leasing, exchanging or otherwise disposing of (except for the establishment of collaterals) the assets of the Company or assets to be acquired by the Company, or those transactions that would change the essential nature of the Company's business, or those whose gross value exceeds 10% of the lesser value of either the market value of

the Company or the net asset value of the Company's assets according to the latest announced financial statements, except through the following actions:

1. A decision to this effect shall be taken by the General Assembly.
2. Such transactions shall be preceded by the disclosure of the agreement to be entered into.
3. Approvals shall be obtained from the regulatory authorities on major transactions and the instructions of the official bodies to protect the rights of the minority shall be followed.

▶ 15. Stakeholders' Rights (Non-Shareholders):

The Board stated in the Corporate Governance Charter that it adopts an "early warning" policy to encourages the Company's employees to report any suspicious, immoral or illegal behavior that harms the Company's reputation through the mechanism approved for this purpose. Moreover, the Board shall ensure the confidentiality and protection of reports made by employees against any negative reactions by their colleagues or by the employees responsible.

▶ 16. The Company's Corporate Social Responsibility:

As a responsible national establishment, the Company believes in the principle of corporate social responsibility towards the community within which it operates. The Company is also committed to continuously promoting the values of development, protecting, and preserving human life, health, natural resources, and the environment, as well as adding value to the community in which it operates.

During the year 2022, the Company organized activities aimed at community development according to the following:

- Participated as a diamond sponsor in the Project Qatar exhibition, which was held from 6 to 9 June 2022 at the Doha Exhibition and Convention Center. Project Qatar is the international exhibition for the technology of the construction and building materials sectors, which is the best and fastest way to reach the promising Qatari market and its major projects.
- Participated in sponsoring the Lusail Super Cup match between the Egyptian league champion, "Zamalek" and "Al-Hilal", the Saudi league champion, as part of the opening of the largest stadiums in the Qatar World Cup 2022, "Lusail Stadium", which was held on September 9, 2022.
- Participated as a presenting sponsor for the Lusail Museum exhibition "Tales from a Connected World", organized by Qatar Museums, in October 2022.
- Organised a music and entertainment festival for its workers on June 13, 2022.
- The company inaugurated the fifth learning center in the Al-Shahaniya region, as part of a series of education centers that it is opening within the framework of the "Wise Workers" educational program, with the aim of training and educating expatriate workers and providing them with the necessary skills to keep pace with the continuous changes taking place in the labor market in Qatar, on July 19, 2022
- Participated as an official sponsor of the (100 Qatari Inspirational) initiative, which was launched by the Qatari Businesswomen Association, in November 2022.

The Company also paid the amounts owed to the Fund for Supporting Sports, Cultural and Social Activities, which amounted to /7,180,727/ Qatari riyals for the year 2022.

▶ B. Board Committees:

1. Audit & Risk Management Committee:

The Committee shall consist of at least three (3) members appointed by the Board with financial and accounting expertise. Committee meetings shall be held in the State of Qatar and can be held in-person or by using any modern means of technology communication. Meetings shall be held at intervals not exceeding two months. The Committee shall send its report to the Board. As defined in its charter, the Audit and Risk Management Committee shall have several powers, particularly those related to financial reporting, internal control system, internal audit system, compliance control system, oversight over external auditors, direction of attention to key issues, and handling of risk management and compliance matters.

The Committee shall submit its reports to the Board, document its minutes in writing by a Secretary, and take its decisions by simple majority. Meetings of the Committee shall be convened by the Chairman or two members of the Committee, and quorum shall be constituted by the presence of two members.

In 2022, the Audit and Risk Management Committee held nine (9) meetings.

During the period from January 1 to April 10, 2022, the Audit and Risk Management Committee held (5) meetings. During this period, the committee consisted of the following members:

Member	Title
Mr. Omar Abdul-Aziz Al-Marwani	Chairman of the Audit & Risk Management Committee - Independent Board Member
Sheikh Nasser bin Ali bin Saud Al Thani	Member of the Audit and Risk Management Committee - Independent Board Member
Mr. Walid Ahmed Al-Saadi	Member of the Audit and Risk Management Committee - Advisor to the Board
Mr. Samir Abu Lughod	Member of the Audit and Risk Management Committee

As for the period from April 11 to December 31, 2022, the committee held four (4) meetings. The current members of the committee are:

Member	Title
Mr. Abdulla Darwish Al Darwish	Chairman of the Audit & Risk Management Committee - Independent Board Member
Mr. Ibrahim Abdulla Al Abdulla	Member of the Audit and Risk Management Committee - Independent Board Member
Mr. Eyad Abdulrahim	Member of the Audit and Risk Management Committee – Non- Independent Board Member

2.Nominations and Remuneration Committee:

The Committee shall consist of at least three members and shall hold its meetings in the State of Qatar at least twice a year. The Committee shall report to the Board. As defined in its charter, the Committee shall develop the rules and criteria adopted by the General Assembly for the election of the best candidates for membership of the Board, nominate those whom it deems appropriate for the membership of the Board in the event of vacancy of any of its seats develop the succession plan of the management of the Company to ensure quick appointment of replacements nominate those it deems appropriate to fill any of the Executive Management posts, receive candidature applications to the Board and submit the same to the Board along with recommendations, prepare and submit an annual report to the Board containing a comprehensive analysis of the Board's performance; and determine the role of the annual bonus policy in the Company, as well as the bases for granting allowances and incentives across the Company.

The Committee shall submit its reports to the Board, keep minutes for its meetings, and take its decisions by simple majority. Meetings of the Committee shall be convened by the Chairman or two members of the Committee at least one week prior to its meeting. Quorum shall be constituted by the presence of two of its members.

In 2022, the Nominations and Remuneration Committee held six (6) meetings. During the period from January 1 to April 10, 2022, the Nominations and Remuneration Audit and Risk Committee held two (2) meetings. During this period, the committee consisted of the following members:

Member	Title
Sheikh Nasser bin Ali bin Saud Al Thani	Chairman of the Nominations and Remuneration Committee
Mr. Khalid Ghanim Sultan Al Hodaifi Al Kuwari	Chairman of the Nominations and Remuneration Committee
Mr. Hamad Abdulla Shareef Al Emadi	Chairman of the Nominations and Remuneration Committee
Mr. Hamad Ghanim Sultan Al Hodaifi Al Kuwari	Chairman of the Nominations and Remuneration Committee

As for the period from April 11 to December 31, 2022, the committee held four (4) meetings. The current members of the committee are:

Member	Title
Dr. Bothaina Al Ansari	Chairwoman of the Nominations and Remuneration Committee
Mr. Ibrahim Abdulla Al Abdulla	Member of the Nominations and Remuneration Committee
Mr. Eyad Abdulrahim	Member of the Nominations and Remuneration Committee
Mr. Mohamad Al-Dawamaneh	Member of the Nominations and Remuneration Committee
Mr. Murad Sahawneh	Member of the Nominations and Remuneration Committee

3. Executive Committee:

The Executive Committee consists of at least three members, and its meetings are held in the State of Qatar at least four (4) times a year and its reports are sent to the Board of Directors. The Committee shall have the powers stipulated in the Charter of the Executive Committee, particularly reviewing the long-term strategies, the annual work plan, and the Company's budget in line with the Company's strategy, economic and market changes, and regulatory requirements, approving the reallocation of the budget and matching it with the approved elements according to the quarterly reports of the departments, reviewing the promotion of business and product developments, and distributing resources.

The Committee keeps records of its meetings, takes its decisions by simple majority, and its chairman or two of its members invite to its meetings at least a week in advance. Its quorum shall

be the presence of two of its members, including the chairman.

The Board of Directors formed the Executive Committee in its meeting held on 11/4/2022. The Executive Committee of the company held (6) meetings during the year 2022.

The current members of the committee are:

Member	Title
Mr. Ramez Al Khayyat	Chairman of the Executive Committee
Mr. Eyad Abdulrahim	Member of the Executive Committee
Mr. Mohamad Al-Dawamaneh	Member of the Executive Committee

C. Senior Executive Management in the Company and their responsibilities, powers, and work during the year, as well as their remunerations:

The Organizational Structure consists of:

1. Mr. Eyad Abdulrahim: Managing Director.
2. Mr Henrik Halager Christiansen: Group Chief Executive Officer
3. Mr. Gerard Hutchinson: Chief Financial Officer
4. Mrs. Sanaa Daakour: Group Legal Affairs Director
5. Mr. Riad Al Sowaity: Group HR Director.
6. Mr. Salem Aladbi: Government & Public Relations Director
7. Mr. Mohammad Fahed: Investor Relations Manager.

The directors of the Executive Management have performed all the tasks assigned to them to the fullest, and each of them has fulfilled the responsibilities assigned there to throughout the year.

D. Remunerations

Article 36 of the Company's Articles of Association states that the General Assembly shall be entitled to determine the bonuses of the members of the Board, provided that the percentage of such bonuses shall not exceed 5% of the Company's net profit after deduction of statutory reserves and deductions and distribution of dividends to shareholders by not less than 5% of the paid-up capital.

The bonuses of the Senior Executive Management shall be based on the same criteria adopted for the Company's employees, provided that the evaluation is conducted by the Nominations and Remuneration Committee based on the approved Executive Management Performance Appraisal System.

Accordingly, the entitlement to bonus depends mainly on the overall assessment of employee performance, which varies in terms of objectives from time to time in light of the circumstances and challenges faced by the Company and based on the recommendation of the Nominations and

Remuneration Committee and approval by the Board.

The Company did not distribute any bonuses to the members of the Board of Directors for the year 2021, at the Ordinary General Assembly held on 31/3/2022, as a result of not distributing any profits for the year 2021.

The value of the Board members' remuneration for the year 2022, if granted to them, will be determined in the Governance Report for the year 2023.

► **Fourth: Disclosure of the procedures of risk management and internal control of the Company, including the supervision of financial affairs, investments, and any relevant information:**

The Board of Directors appointed the members of the Audit and Risk Management Committee as indicated previously and appointed an internal auditor for the Company to prepare internal audit reports on each of the Company's companies during 2022. The Internal Auditor prepared the internal audit reports, and the general managers were invited to discuss the reports in the Audit and Risk Management Committee and the necessary recommendations were taken for each company apart. The Company works on studying its investments in all sectors and cooperates with its subsidiaries to reduce risk level by studying the contracts of supply, import, contracting and other contracts in the Company in terms of legal, financial, administrative, and operational aspects. The Company also started to develop computational systems that link all subsidiaries to the Holding Company for effective and productive communication. In addition, it began to link the subsidiaries together to reduce the cost of work undertaken by them, including the unified systems of financial and legal affairs, personnel, and supply, as well as to standardize the way of dealing with banks to ensure the most successful distribution of the Company's resources and financial and technical capabilities.

► **Fifth: Disclosure of Committees' work, including number of meetings and their recommendations:**

As explained above.

► **Sixth: Disclosure of the procedures followed by the Company in identifying, assessing, and managing risks; comparative analysis of the Company's risk factors; and discussion of the systems in place to address drastic or unexpected market changes:**

The risk management policy aims to identify potential weaknesses and risks, and procedures to avoid them, as well as actions to address and reduce their effects upon occurrence thereof. The risk management policy also studies the status of subsidiaries and identifies the high, medium and low risk points in order to contain them and not allow their adverse effects to exacerbate. This includes the study of external auditors' reservations, profitability ratios, liquidity rates, financial management policy, procurement management policy, and other operational, technological, and environmental risks, as well as crises management procedures.

The Company shall assess the operational risks at the Company level. The internal auditor shall also study the risks in cooperation with the Executive Management and the managers of subsidiaries in order to identify the weaknesses and their seriousness and make the necessary recommendations. These risks shall be addressed and followed up by the Executive Management, committees, and the Board, each according to their functions and in coordination with the executive management in each subsidiary apart.

The Board has overall responsibility for the development and supervision of the Company's risk management framework, which includes the Company's main financial liabilities, such as loans, trade payables and other payables. The main purpose of these financial liabilities is to finance the Company's operations and provide guarantees to support its operations.

In this regard, the Company is exposed to the following risks as a result of its utilization of financial instruments:

1. Credit risk
2. Liquidity risk
3. Market risk
4. Operational risk

▶ **1. Credit Risk:**

Credit risk is the risk of a financial loss to the Company as a result of a customer's or counterparty's failure to meet its contractual obligations. These risks arise mainly from the Company's trade and other receivables.

▶ **2. Liquidity Risk:**

Liquidity risk is the risk that arises from the Company's inability to meet its obligations as they become mature. The Company's approach to liquidity management is to ensure, to the extent possible, that sufficient liquidity is always available to meet liabilities when due under both normal and difficult circumstances without incurring unacceptable losses or damage to the Company's reputation.

The Company uses an activity-based cost method to determine the cost of its products and services, which helps to monitor cash flow requirements and optimally invest cash proceeds. Moreover, the Company typically ensures that it has sufficient cash available on demand to meet expected operating expenses, including servicing the financial liabilities but excluding the potential impact of extremely difficult conditions that are not reasonably foreseeable, such as natural disasters.

▶ **3. Market Risk:**

Market risk is the risk arising from changes in market prices, such as foreign exchange rates and interest rates and shares' prices that affect the Company's income or the value of its financial instruments.

• **Currency Risk:**

The Company's exposure to currency risk arises from sales, purchases and loans in currencies

other than the functional currencies used by the concerned companies of the Company. Most of the Company's transactions are affected in currencies used by the Company's companies or in currencies with a fixed exchange rate with the currency used.

•**Interest Rate Risk:**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to market interest rate risk arises mainly from interest bearing loans and facilities. The Company adopts a policy ensuring that the interest rate risk is reviewed on a regular basis.

► **4. Operational Risk:**

Operational risk is the risk of direct or indirect loss arising from a wide range of causes associated with the Company's operations, employees, technology and infrastructure, or from external events other than credit, market or liquidity, such as those arising from legal and regulatory requirements and generally accepted standards of corporate conduct. Operational risks arise from all operations of the Company.

The objective of the Company is to manage operational risks in order to avoid financial losses and damage to the reputation of the Company, and ensure overall cost effectiveness as well as avoid control restriction measures that limit the spirit of initiative and creativity.

The main responsibility for developing and implementing controls to address operational risks is assigned to the senior management in each business unit. This responsibility is supported by the development of Company-wide operational risk management standards in the following areas:

- Requirements for proper segregation of duties including independent authorization of transactions;
- Requirements for transaction settlement and monitoring;
- Adherence to regulatory and legal requirements;
- Documentation of controls and procedures;
- Requirements for periodic assessment of operational risks faced by the Company and adequacy of controls and procedures to address identified risks;
- Requirements for reporting operational losses and proposed procedures to address them;
- Development of an emergency plan;
- Training and professional development;
- Ethical and business standards, and
- Risk mitigation, including insurance when this is effective.

Compliance with the Company's standards is supported by a periodic review program carried out by the Internal Audit Department. The findings reached by the Internal Audit Department are discussed with the business unit management concerned, and reports are submitted to the Audit Committee, the Executive Committee, the Board and Senior Management of the Company.

- **Seventh: Disclosure of the Board's performance assessment, Board members' commitment to achieving the Company's interest, performing Committees' work, and attending the meetings of the Board and its Committees; and disclosure of the Senior Executive Management's performance assessment regarding the implementation of the internal control system and risk management including identification of the number of appeals, complaints, proposals, notifications and the way followed by the Board to address regulatory issues**

The Nominations and Remuneration Committee shall be responsible for assessing the performance of the Board and the extent to which Board members are committed to achieving the Company's interests and fulfilling their obligations stipulated in the Corporate Governance Code, the Commercial Companies Law, the Company's Memorandum of Association, and the relevant laws and regulations. The Board held fourteen (14) meetings during 2022. Members of the Board attended most meetings, which were held at intervals not exceeding two months.

The Board approved the financial statements for the fiscal year ended 2021, as well as the financial statements for the first quarter, the first half and the third quarter of the financial year 2022. The auditors' reports were reviewed and discussed. In addition, the Board discussed the governance systems extensively. Those decisions were issued after a thorough discussion and consensus, and no reservation was made on any of the Board's decisions.

During 2022, the Company disclosed the recommendations of the Board and the work of the Committees in accordance with the approved regulations. The Audit and Risk Management Committee studied the risks in the subsidiaries through the internal auditor and discussed them with the Executive Management of the Company and with the general managers of the subsidiaries. Steps were taken to reduce risk levels and followed up at successive meetings of the Audit and Risk Management Committee, as well as in the regular meetings of the Executive Management in the Company with the general managers of subsidiaries where the minutes of the meetings were recorded. These steps were followed up closely and periodically.

No complaints, grievances or communications were submitted to the Board during the year 2022.

- **Eight: Disclosure of failures in the internal control system, wholly or partly, or weaknesses in the implementation thereof; and disclosure of contingencies that have affected or may affect the Company's financial performance, and the procedures followed by the Company in addressing internal control failures (particularly the problems disclosed in the Company's annual reports and financial statements):**

Internal control aims to verify the extent of the Company's compliance with the financial and legal procedures and systems. The internal units of the Company carry out internal control operations according to their financial or legal powers. The Company assigned an independent consultant to assess the risks associated with the Company's activities, accounting operations, main business

risks, internal audit plan of the Company and its subsidiaries, and comprehensive financial audit; and review the performance of the Company and its subsidiaries in a precise manner. Recommendations shall then be presented to the Board to reduce risks and improve the performance of the Company and its subsidiaries.

► **Ninth: Disclosure of the Company's compliance with applicable market listing and disclosure rules and requirements:**

The Company complied with all the applicable market listing and disclosure rules and requirements. All periodic and immediate reports were disclosed and material information was immediately disclosed. The Company established an Investor Relations Division so as to keep the Company updated with and the laws and regulations adopted in this regard.

► **Tenth: Disclosure of any conflict or dispute to which the Company is party, including arbitration and lawsuits**

The following are the disputes and conflicts in which Estithmar Holding is either a plaintiff or defendant:

1- Estithmar Holding Company Q.P.S.C.
Plaintiff: Against Six Construct/Midmac JV
Defendant: Ahli Bank.

(A) In February 2011, a subsidiary of the Company, Debbas Contracting Qatar WLL, entered into a sub-contract for executing the electromechanical works of Doha Convention Center Project within 22 months (by the joint venture of Debbas Contracting and ETA Star Engineering & Contracting WLL (under liquidation)), with the "Main Contractor" (Six Construct/Midmac JV).

The absence of a solution to resolve the dispute in an amicable manner resulted in the Subcontractor filing lawsuit No. 568/2016 in January 2018 against both Qatari Diar (the "Employer") and the Main Contractor, demanding the payment of QR625,861,657 for the remaining contractual fees from the base price of the project and the additional site orders according to the Main Contractor's instructions, as well as extension of time costs, and compensation for loss of opportunity.

(B) In 2011, the Subcontractor received credit facilities from a local bank to finance the project, bringing the total outstanding amount plus interest. The Company and related parties provided commercial and personal guarantees to Ahli Bank for the credit facilities of the project.

In October 2018, QNB Al Ahli filed the lawsuit No. 2926/2018 against the Subcontractor, the Company and others, requesting the payment of the total outstanding amount of the loan.

In January 2019, the competent section in the court decided to refer the lawsuit No. 568/2018 to the competent court examining the lawsuit No. 2926/2018, so that the two cases would be considered concurrently in parallel. The court appointed a committee of experts to review the lawsuit details. On 9/29/2022, the first instance judgment was issued, ruling for the plaintiffs (Debbas Contracting

and ETA Star Engineering & Contracting WLL, and Estithmar Holding) with an amount of /61,096,281.39/ Qatari riyals, and dismissing the case filed against the plaintiffs from the Midmac and Six Construct Consortium.

The first judgment was also issued in the lawsuit filed by Al-Ahli Bank, which obligated all defendants jointly and severally, including the company, to pay an amount of /154,045,151.5/ Qatari riyal.

The company has appealed the two judgments mentioned in Appeal No. 1901/2022, which is still under discussion in court.

2- Estithmar Holding Q.P.S.C.

The Company signed a contract with the Commercial Bank on January 4, 2017, according to which the Bank committed to provide services for receiving applications for offering the Group's shares for listing in the Qatar Financial Markets Authority. The Company carried out all the obligations incurred and paid the sums demanded by the Bank in a timely manner.

On August 14, 2017, Qatar Stock Exchange issued a letter to the plaintiff bank, requesting for payment an invoice of /825,000/ Qatari riyals, so the bank, claimed for the amount for marketing work completed for the benefit of the Company, despite the absence of any agreement between the Company and the bank on this matter. Then he filed the aforementioned claim.

In deliberating the case, on 12/17/2019, a decision was issued rejecting the case and obliging the plaintiff bank to pay the expenses.

Commercial Bank has appealed the aforementioned decision before the Court of Appeal No. 26/2020 and the judgment was issued in favor of Commercial Bank and ruled to cancel the appealed judgment and oblige the Company to pay an amount of /900,000/ Qatari riyals to the bank, and the Company has already paid the adjudged amount.

3- Estithmar Holding Q.P.S.C.

Defendant with several companies, Al-Hodaifi Company and Falcon Ready Mix Concrete Company. From the plaintiff Dukhan Bank (Formerly International Bank of Qatar) before the Civil Court of First Instance (Third Circuit) with the number 3110/2020.

The Company signed with QIIB in December 2012 a banking facility agreement and it was agreed upon in accordance with the aforementioned agreement between the bank and the Company and a list of subsidiary companies that were specified in a separate annex to grant the Company and some subsidiary companies, including Falcon Ready Mix Concrete Company, banking facilities. Falcon Company used an amount of / 12,550,993.51/ Qatari riyals and stopped paying, so it was entitled to the aforementioned amount as of 5/28/2019.

The lawsuit is still under discussion in court.

4- Estithmar Holding Q.P.S.C.

The case No. 373/2022 filed by Emad Krayem against Elegancia Gabro, Estithmar Holding, and other defendant. The lawsuit is still under discussion in court.

Emad Krayem is claiming the following: -

A- An amount of QAR 1,979,232 representing his profit for the last two quarters of 2021 on the allegation that he is a partner in Elegancia Gabro with 15%.

B- The sale value of the 15% for the sale transaction for Elegancia Gabro to Istithamr Holding which he is evaluating by QAR 15,000,000

C- A compensation of QAR 2,659,264

► Eleventh: Disclosure of operations and transactions entered into by the Company with any "Related Party":

Without prejudice to the provisions of the law in this regard, the Board shall comply with the principles of governance and with the disclosure of the transactions and dealings entered into by the Company with any "Related Party". The auditor shall review all transactions and dealings entered into by the Company with any Related Party and they shall be disclosed in the periodic financial statements.

The Board shall constantly and regularly review and update governance applications, apply the best principles of governance and uphold fair-trading principle among shareholders. The Board shall also update professional conduct rules embodying the Company's values, and constantly and regularly review its policies, charters, and internal procedures which shall be binding upon the Company's Board members, Senior Executive Management, advisors, and employees. The most important of which are the charters of the Board and its committees, the policy of the Company's dealings with Related Parties, and the Insiders' trading rules.

The Company discloses its dealings and transactions with any related party according to the following:

- The signing of a Service Management Contract between the Company and Power International Holding on 4/14/2022, after signing a confidentiality and non-disclosure agreement, according to which Power International was assigned, for a period of three years from the date of signing the contract and for an automatically renewable period, to provide a list of services related to legal services, internal auditing, human resources, marketing, accounting and financial, insurance, strategy, and information technology.

It should be noted that the Contract was prepared by a third party who proposed a calculation method of the fees that preserves the Company rights and confirms that it was carried out on arms length basis. The said equation has been approved and included in the Service Management Contract.

In addition to the foregoing, the two parties have agreed to pay the fees for the aforementioned services to the Company after the issuance of an audit report from a third party, according to which these fees are determined for the services provided.

- The Company and some of its subsidiaries signed lease contracts according to which the Company's headquarters and some of its subsidiaries were rented in the Eighteen Tower located in the Lusail area, owned by Mrs. Somaya Hamsho, Owner of shares in the Company exceeding 5%. The aforementioned lease contracts were signed in exchange for fair rental rates consistent with what is circulating in the Qatari market in order to unify the headquarters of all subsidiaries, as Elegancia companies have been based in the aforementioned tower since before the completion of the reverse acquisition transaction.

- The signing of a Novation Agreement on 6/14/2022 between the following parties: Sports City Enterprises, Assets Hospitality Services, and one of the Company's subsidiaries, The Palace Hotel, according to which the development and lease contract signed on 6/30/2021 between Sports City Enterprises and Assets Hospitality Services with the aim of developing a piece of land in Aspire area and developing it as a five-star hotel was novated to the Palace hotel.

According to the aforementioned Novation Agreement, The Palace Hotel replaced Assets Hospitality Services in the development and lease contract in all obligations and rights, without any consideration, except for the implementation of the project and bearing the obligations arising from the development contract from the date of its signing with Assets Hospitality Services.

-The signing of a management and operation agreement between The Palace Company W.L.L., one of the Company's subsidiaries, and Assets Hotels and Resorts Management W.L.L to manage and operate Maysan Hotel - Doha, as Assets is a company specialized in hotels management. The aforementioned agreement was signed, and Assets' fees were determined at a percentage of the hotel's revenues after seeking the assistance of a third party, who confirmed that it preserves the company's rights and confirms that it was carried out on arms length basis.

- The signing of a management and operation agreement between Tilal W.L.L., one of the Company's subsidiaries, and Assets Hotels and Resorts Management W.L.L to manage and operate Katara Hills Hotel, as Assets is a company specialized in hotels management. The aforementioned agreement was signed, and Assets' fees were determined at a percentage of the hotel's revenues after seeking the assistance of a third party, who confirmed that it preserves the company's rights and confirms that it was carried out on arms length basis.

- The signing of a management and operation agreement between Estithmar Ventures Real Estate Development W.L.L., one of the Company's subsidiaries, and Assets Real Estate Management W.L.L to manage and operate the existing tourism project on Al Maha Island, as Assets is a company specialized in real estate management. The aforementioned agreement was signed, and Assets' fees were determined at a percentage of the island's revenues after seeking the assistance of a third party, who confirmed that it preserves the company's rights and confirms that it was carried out on arms length basis.

Twelfth: MANAGEMENT' REPORT OF INTERNAL CONTROL OVER FINANCIAL REPORTING:

In accordance with the requirements of Article 4 of the Governance Code for Companies & Legal Entities Listed on the Main Market (the "Code") Issued by the Qatar Financial Markets Authority ("QFMA") Board pursuant to Decision No. (5) Of 2016, the Board of Directors of Estithmar Holding Q.P.S.C., its consolidated subsidiaries are responsible for establishing and maintaining adequate internal control over financial reporting ("ICOFR").

The management of Estithmar Holding Q.P.S.C., and its consolidated subsidiaries is responsible for establishing and maintaining adequate internal control over financial reporting (ICOFR). Our internal control over financial reporting is a process designed under the supervision of our Company Chief Executive Officer and Company Chief Financial Officer to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the firm's consolidated financial statements for external reporting purposes in accordance with International Financial Reporting Standards (IFRS). ICOFR includes our disclosure controls and procedures designed to prevent misstatements.

To determine whether a material weakness in internal controls over financial reporting exists as of 31 December 2022, we have conducted an evaluation of the suitability of design, implementation and operating effectiveness of internal controls over financial reporting, based on the framework and the criteria established in Internal Control – Integrated Framework (2013), issued by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO").

We have covered all the material business and operating companies in our assessment of internal control over financial reporting of significant process as of December 31, 2022

► Risks in Financial Reporting:

The main risks in financial reporting are that either financial statements do not present a true and fair view due to inadvertent or intentional errors (fraud) or the publication of financial statements is not done on a timely basis. These risks may reduce investor confidence or cause reputational damage and may have adverse consequences. A lack of fair presentation arises when one or more amounts in financial statement or disclosures contain misstatements (or omissions) that are material. Misstatements are deemed material if they could, individually or collectively, influence economic decisions that users make on the basis of the financial statements.

To confine those risks of financial reporting, the Company has established ICOFR with the aim of providing reasonable but not absolute assurance against material misstatements and assessed the suitability of design of the Company's internal controls over financial reporting based on the framework established in Internal Control Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). COSO recommends the establishment of specific objectives to facilitate the design and evaluate adequacy of a control system. As a result, in establishing ICOFR, the management has adopted the following financial statements objectives:

The COSO Framework includes 17 basic principles, and 5 components:

- Control environment
- Risk assessment
- Control activities
- Information and communication
- Monitoring

Controls covering each of the 17 principles and 5 components have been identified and documented.

As a result, in establishing ICOFR, the management has adopted the following financial statement objectives:

- Existence/Occurrence – assets and liabilities exist, and transactions have occurred.
- Completeness – all transactions are recorded; account balances are included in the financial statements.
- Valuation / Measurement – assets, liabilities and transactions are recorded in the financial reports at the appropriate amounts.
- Rights, Obligations and Ownership – rights and obligations are appropriately recorded.
- Presentation and Disclosures – classification, disclosure and presentation of financial reporting is appropriate.

However, any internal control system, including ICOFR, no matter how well conceived and operated, can provide only reasonable, but not absolute assurance that the objectives of that control system are met. As such, disclosure controls and procedures or systems for ICOFR may not prevent all errors and fraud. Further, the design of a control system must reflect the fact that there are resource constraints, and the benefits of controls must be considered relative to their costs.

► Organization of the Internal Control System: Functions Involved in the System of Internal Control over Financial Reporting:

Controls within the system of ICOFR are performed by all business functions and infrastructure functions with an involvement in reviewing the reliability of the books and records that underlie the financial statements. As a result, the operation of ICOFR involves staff based in various functions across the organization.

The processes that were determined as significant are entity level controls, procurement to payment, revenues, receivables, inventory management, payroll, contract revenue recognition, borrowings, investment management, goodwill impairment, legal contingencies and commitments, financial reporting, and periodic closing of the financial records.

In determining the above processes, the management exercised professional judgement and considered the amount of balances and transactions, that if materially misstated would influence economic decisions that users make on the basis of the financial statements.

► Controls to Minimize the Risk of Financial Reporting Misstatement:

The system of ICOFR consists of a large number of internal controls and procedures aimed at minimizing the risk of misstatement of the financial statements. Such controls are integrated into the operating process and include those which:

- are ongoing or permanent in nature such as supervision within written policies and procedures or segregation of duties,
- operate on a periodic basis such as those which are performed as part of the annual financial statement preparation process,
- are preventative or detective in nature,
- have a direct or indirect impact on the financial statements themselves. Controls which have an indirect effect on the financial statements include entity level controls and IT general controls such as system access and deployment controls whereas a control with a direct impact could be, for example, a reconciliation which directly supports a balance sheet line item,
- feature automated and/or manual components. Automated controls are control functions embedded within system processes such as application- enforced segregation of duty controls and interface checks over the completeness and accuracy of inputs. Manual internal controls are those operated by an individual or Company of individuals such as authorization of transactions.

► Measuring Design and Operating Effectiveness of Internal Control:

The Company has undertaken a formal evaluation of the adequacy of the design of the system of ICOFR. This evaluation incorporates an assessment of the design of the control environment as well as individual controls, which make up the system of ICOFR taking into account:

- The risk of misstatement of the financial statement line items, considering such factors as

materiality and the susceptibility of the particular financial statement item to misstatement.

- The susceptibility of identified controls to failure, considering such factors as the degree of automation, complexity, and risk of management override, competence of personnel and the level of judgment required.

These factors, in aggregate, determine the nature and extent of evidence that management requires in order to be able to assess whether or not the design of the system of ICOFR is effective. The evidence itself is generated from procedures integrated within the daily responsibilities of staff or from procedures implemented specifically for purposes of the ICOFR evaluation. Information from other sources also form an important component of the evaluation since such evidence either may bring additional control issues to the attention of management or may corroborate findings.

► **Conclusion:**

As a result of the assessment of the design, implementation, and operating effectiveness of Internal Controls over Financial Reporting (ICOFR), management did not identify any significant deficiency/ material weaknesses in the Company's design and implementation and operating effectiveness of Internal Controls over Financial Reporting for significant processes and concluded that ICOFR is appropriately designed, implemented, and operating effectively as of December 31, 2022.

This report on Internal Control over Financial Reporting was approved by the Board of Directors on March 20, 2023, and was signed on its behalf by the Chairman.

► **External Auditors:**

Russell Bedford and Partners external auditors of the Company, has issued a reasonable assurance report on the management's assessment of suitability of design, implementation and operating effectiveness of internal controls over financial reporting as of 31 December 2022 in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board ('IAASB'). The external auditors also issued an independent assurance report to the shareholders regarding the company's compliance with the Qatar Financial Markets Authority Law and related legislations including the corporate governance system for companies and legal entities listed in the main market.

The independent auditor read out the two aforementioned reports after declaring the quorum and the president of the meeting reciting his speech.

► **Thirteenth: Managements' Report on Compliance with QFMA Law and Relevant Legislations Including the Code:**

In accordance with the requirements of Article 4 of the Governance Code for Companies & Legal Entities Listed on the Main Market (the "Code") issued by the Qatar Financial Markets Authority ("QFMA") Board pursuant to Decision No. (5) of 2016, the Board of Directors of Estithmar Holding Q.P.S.C. has prepared the attached Corporate Governance Report 2022.

This report is the outcome of Estithmar Holding Q.P.S.C. continuous commitment towards the implementation of sound governance that embraces best practice guidelines and engrains concrete values into its internal governance policies. Such achievements, we believe, not only fulfil Estithmar Holding Q.P.S.C., compliance with the Governance Code for Companies & Legal Entities Listed

on the Main Market (the "Code") issued by the Qatar Financial Markets Authority ("QFMA") Board pursuant to Decision No. (5) of 2016, but also reflects Estithmar Holding Q.P.S.C., responsibilities towards its Shareholders and Stakeholders.

► Responsibilities of the Board

The Board of Directors are committed to implement governance principles set out in the Code, which are: justice and equality among Shareholders and Stakeholders without discrimination regardless of their race, gender, and religion. Transparent information and required disclosures are provided to QFMA, Shareholders and Stakeholders within the required timeframe and in accordance with the relevant laws and regulations. The principles also include upholding the values of corporate social responsibility and prevailing the public interest of the Company, Shareholders and Stakeholders over any personal interest. The Company is guided by the principles, as it endeavors to exercise its duties conscientiously and with integrity. In parallel, the Company also strives to project these values in its dealings with Shareholders, Stakeholders and eventually society.

► Management's assessment on compliance with QFMA's relevant regulations including the Corporate Governance Code as of December 31, 2022.

In accordance with Article 2 of the Code, we have carried out an assessment on its compliance with QFMA's relevant regulations applicable to the Company including the Code.

► Conclusion

As a result of the assessment, the management concluded that, there is a process in place to ensure compliance with the QFMA's laws and relevant regulations including the Code as of December 31, 2022.

► External auditors

Russell Bedford and Partners, the external audit firm of the Company, has issued a limited assurance report on the management assessment on compliance with the QFMA's relevant regulations including the Code as of December 31, 2022.

- End -

Mr. Mohammad Moutaz Al-Khayyat
Chairman



INDEPENDENT AUDITOR'S LIMITED ASSURANCE REPORT

To the Shareholders

Estithmar Holding Q.P.S.C. (Formerly Investment Holding Group Q.P.S.C.)
Doha – Qatar

Report on compliance with the Qatar Financial Markets Authority's law and regulations and Other Relevant Legislations including the Corporate Governance Code for Companies and Legal Entities Listed on the Main Market

In accordance with the requirements of Article 24 of the Governance Code for Companies & Legal Entities Listed on the Main Market Issued by the Qatar Financial Markets Authority (QFMA) Board pursuant to Decision No. (5) of 2016, we have carried out a limited assurance engagement over Board of Directors' assessment of compliance of Estithmar Holding Q.P.S.C. (Formerly Investment Holding Group Q.P.S.C.) referred as the "Company" with the QFMA's law and relevant legislations, including the Governance Code for Companies and Legal Entities Listed on the Main Market (the "Code") as of December 31, 2022 as noted in the Board of Director's Corporate Governance Report (Corporate Governance Report), excluding provisions listed under Other information section of this report.

Responsibilities of the directors and those charged with governance

The Board of Directors of the Company are responsible for preparing the accompanying Corporate Governance Report that covers at a minimum the requirements of Article 4 of the Code.

The Board of Directors are also responsible for ensuring the Company's compliance with the QFMA's law and relevant legislations and the Governance Code for Companies & Legal Entities Listed on the Main Market issued by the QFMA's Board pursuant to Decision No. (5) of 2016 and preparing the, 'Report on compliance with the QFMA's law and relevant legislations, including the Code', as set out in disclosure one to eleven and thirteen of the Corporate Governance Report excluding disclosure on Corporate Social Responsibility mentioned within thirteen disclosure of the Corporate Governance Report.

Responsibilities of the Assurance Practitioner

Our responsibilities are to issue a limited assurance conclusion on whether anything has come to our attention that causes us to believe that the "Board of Directors' Governance Report on compliance with the QFMA's law and relevant legislations, including the Code" presented disclosures one to eleven and thirteen of the Corporate Governance Report excluding disclosure on Corporate Social Responsibility mentioned within eleventh disclosure of the Corporate Governance Report do not present fairly, in all material respects, the Company's compliance with the QFMA's law and relevant legislations, including the Code, based on our limited assurance procedures.

Reporting on compliance with QFMA's law and relevant legislations, including the Code

We conducted our engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements Other Than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board ('IAASB'). This standard requires that we plan and perform our procedures to obtain limited assurance about whether anything has come to our attention that causes us to believe that the Board of Directors' statement of compliance with the QFMA's law and relevant legislations, including the Code, taken as a whole, is not prepared in all material respects, in accordance with the QFMA's law and relevant legislations, including the Code.

Reporting on compliance with QFMA's law and relevant legislations, including the Code (Continued)

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. We did not perform procedures to identify additional procedures that would have been performed if this were a reasonable assurance engagement.

A limited assurance engagement involves assessing the risks of material misstatement of the Board of Directors' statement of compliance with the QFMA's law and relevant legislations, including the Code, whether due to fraud or error and responding to the assessed risks as necessary in the circumstances. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

Accordingly, we do not express a reasonable assurance opinion about whether the Board of Directors' statement of compliance with the QFMA's law and relevant legislations, including the Code, taken as a whole has been prepared, in all material respects, in accordance with the 's law and relevant legislations, including the Code.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, evaluating the appropriateness of reporting policies of the Company, and agreeing with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- Made inquiries of management to obtain an understanding of the processes followed to identify the requirements of the QFMA law and relevant legislations, including the Code (the 'Requirements'); the procedures adopted by management to comply with these Requirements and the methodology adopted by management to assess compliance with these Requirements. This included analyzing the key processes and controls for reporting compliance with the Requirements;
- Considered the disclosures by comparing the contents of the Corporate Governance Report against the requirements of Article 4 of the Code;
- Agreed the relevant contents of the Corporate Governance Report to the underlying records maintained by the legal and compliance department of the Company;
- Performed limited substantive testing on a selective basis, when deemed necessary, to assess compliance with the Requirements, and observed evidences gathered by the Company's management and assessed whether violations of the Requirements, if any, have been disclosed by the Board of Directors, in all material respects.

Our limited assurance procedures do not involve assessing the qualitative aspects or effectiveness of the procedures adopted by management to comply with the Requirements. Therefore, we do not provide any assurance as to whether the procedures adopted by management were functioning effectively to achieve the objectives of the QFMA's law and relevant legislations, including the Code.

Our independence and quality control

In carrying out our work, we have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour and the ethical requirements that are relevant in Qatar. We have fulfilled our other ethical responsibilities in accordance with these requirements and the (IESBA) Code.

Our firm applies International Standard on Quality Control (ISQC) 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

INDEPENDENT AUDITOR'S LIMITED ASSURANCE REPORT (CONTINUED)**Inherent limitations**

Many of the procedures followed by entities to adopt governance and legal requirements depend on the personnel applying the procedure, their interpretation of the objective of such procedure, their assessment of whether the compliance procedure was implemented effectively, and in certain cases would not maintain audit trail. It is also noticeable that the design of compliance procedures would follow best practices that vary from one entity to another and from one country to another, which do not form a clear set of criteria to compare with.

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the Governance Report and the methods used for determining such information.

Other information

The Board of Directors are responsible for the other information. The other information comprises the Corporate Governance Report (but does not include the Directors' Report on compliance with QFMA's law and relevant legislations including the Code) presented in disclosures one to eleven and thirteen of the Corporate Governance Report the "Directors' Statement") which we obtained prior to the date of this assurance report.

Our conclusion on the Board of Director's Corporate Governance Report on compliance with applicable QFMA laws and relevant legislations including the Code does not cover the other information and we do not, and will not express any form of assurance conclusion thereon.

In connection with our assurance engagement on the applicable sections of the Corporate Governance Report, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the Corporate Governance report or our knowledge obtained in the engagement, or otherwise appears to be materially misstated. If, based on the work we have performed, on the other information that we obtained prior to the date of this report, 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. When we read, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and the QFMA.

If, based on the work we have performed, on the other information that we obtained prior to the date of this report, 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.

When we read the complete Corporate Governance Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and the QFMA.

Emphasis of Matter

We draw attention to the fact that this assurance report relates to Parent Company Estithmar Holding Q.P.S.C. (Formerly Investment Holding Group Q.P.S.C.) on stand-alone basis only and not the Group as a whole. Our conclusion is not modified in this respect.

Conclusion

Based on our limited assurance procedures described in this report, nothing has come to our attention that causes us to believe that the Board of Directors' report on compliance with QFMA's law and relevant legislations, including the Code, as presented in the Board of Director's Corporate Governance Report, do not present fairly, in all material respects, the Company's compliance with the QFMA's law and relevant legislations, including the Code as at December 31, 2022.

For Russell Bedford & Partners
Certified Public Accountants



Hani Mukhaimer
License No. (275)
QFMA License No. (1202013)



Doha – Qatar
March 20, 2023

INDEPENDENT AUDITOR'S REASONABLE ASSURANCE REPORT

**To the Shareholders of
Estithmar Holding Q.P.S.C. (Formerly Investment Holding Group Q.P.S.C.)
Doha – State of Qatar**

Report on the Directors' assessment of the suitability of the design, implementation and operating effectiveness of internal controls over financial reporting of significant processes as of December 31, 2022 of Estithmar Holding Q.P.S.C. (Formerly Investment Holding Group Q.P.S.C.), hereinafter referred to as the "Company" and its subsidiaries together referred as the "Group" in connection with the Governance Code for Companies & Legal Entities Listed on the Main Market Issued by the Qatar Financial Markets Authority's (QFMA's) Board pursuant to Decision No. (5) of 2016

In accordance with the requirements of Article 24 of the Governance Code for Companies & Legal Entities Listed on the Main Market Issued by the Qatar Financial Markets Authority (QFMA) Board pursuant to Decision No. (5) of 2016, we have carried out a reasonable assurance engagement over the Management's Internal Control Statement on assessment of suitability of the design, implementation and operating effectiveness of the Group's internal controls over financial reporting (Management Internal Control Statement) as of December 31, 2022, based on the framework issued by the Committee of Sponsoring Organisations of the Treadway Commission "COSO framework".

Responsibilities of the directors and those charged with governance

The Board of Directors are responsible for implementing and maintaining effective internal control over financial reporting. This responsibility includes designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate policies, and making accounting estimates and judgements that are reasonable in the circumstances.

The Group's assessment of its internal control system is presented by the Management to the Board of Directors in the form of the Management's Internal Control Statement contained in disclosure twelve of the Corporate Governance Report, which includes:

- The management's assessment of the suitability of design, implementation and operating effectiveness of internal control framework over financial reporting;
- The description of the process and internal controls over financial reporting for the Significant Process of (entity level controls, procurement to payment, revenues, receivables, inventory management, payroll, contract revenue recognition, borrowings, investment management, goodwill Impairment, legal contingencies and commitments, financial reporting and periodic closing of the financial records);
- The control objectives; including identifying the risks that threaten the achievement of the control objectives;
- Designing and implementing controls to achieve the stated control objectives; and
- Identification of control gaps and failures; how they are remediated; and procedures set to prevent such failures or to close control gaps.

Responsibilities of the directors and those charged with governance (Continued)

The Group has assessed the design, implementation and operating effectiveness of its internal control system as at December 31, 2022, based on the criteria established in the Internal Control- Integrated Framework 2013 issued by the Committee of Sponsoring Organisations of the Treadway Commission ("COSO framework"). These responsibilities include the design adequate internal financial controls that would ensure the orderly and efficient conduct of its business, including:

- Adherence to the Group's policies;
- The safeguarding of its assets;
- The prevention and detection of frauds and errors;
- The accuracy and completeness of the accounting records;
- The timely preparation of reliable financial information; and
- Compliance with applicable laws and regulations, including the QFMA's law and relevant legislations and the Governance Code for Companies & Legal Entities Listed on the Main Market issued by the QFMA's Board pursuant to Decision No. (5) of 2016.

Responsibilities of the Assurance Practitioner

Express a reasonable assurance opinion on the fairness of the presentation of Management's Internal Control Statement, based on the criteria established in COSO Framework, including its conclusion on the effectiveness of design, implementation and operating effectiveness of the Group's internal controls over financial reporting of "Significant Processes" presented in disclosure twelve of the Corporate Governance Report to achieve the related control objectives stated in that description based on our assurance procedures.

Reporting on internal controls over financial reporting

We conducted our engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements Other Than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board ('IAASB'). This standard requires that we plan and perform our procedures to obtain reasonable assurance on the Management's Internal Control assessment of suitability of the design, implementation and operating effectiveness of the Group's internal controls over financial reporting of significant processes in all material respects, to achieve the related control objectives stated in the description of the relevant processes by management, based on the COSO framework. A process is considered significant if a misstatement due to fraud or error in the stream of transactions or financial statement amount would reasonably be expected to impact the decisions of the users of financial statements.

For the purpose of this engagement, the processes that were determined as significant are: (entity level controls, procurement to payment, revenues, receivables, inventory management, payroll, contract revenue recognition, borrowings, investment management, goodwill impairment, legal contingencies and commitments, financial reporting and periodic closing of the financial records). An assurance engagement of this type also includes evaluating Board of Directors' assessment of the suitability of the design, implementation and operating effectiveness of the controls in an organization involves performing procedures to obtain evidence about the suitability of design and operating effectiveness of the controls. Our procedures on internal controls over financial reporting included:

- Obtaining an understanding of internal controls over financial reporting for significant processes;
- Assessing the risk that a material weakness exists; and
- Testing and evaluating the design, implementation and operating effectiveness of internal control based on the assessed risk.

In carrying out our engagement, we obtained understanding of the following components of the control system:

1. Control Environment
2. Risk Assessment
3. Control Activities

Reporting on internal controls over financial reporting (Continued)

In carrying out our engagement, we obtained understanding of the following components of the control system (Continued):

4. Information and Communication
5. Monitoring

The procedures selected depend on our judgement, including the assessment of the risks of material misstatement of the suitability of design and operating effectiveness, whether due to fraud or error. Our procedures also included assessing the risks that the controls were not suitably designed or operating effectively to achieve the related control objectives stated in the Corporate Governance Report.

Our procedures included testing the operating effectiveness of those controls that we consider necessary to provide reasonable assurance that the related control objectives stated in disclosure twelve of the Corporate Governance Report were achieved. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion on the Management's Internal Control Statement over their assessment of the suitability of design and operating effectiveness of the Group's internal controls over financial reporting.

Our independence and quality control

In carrying out our work, we have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour and the ethical requirements that are relevant in Qatar. We have fulfilled our other ethical responsibilities in accordance with these requirements and the (IESBA) Code.

Our firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Meaning of internal controls over financial reporting

An entity's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with International Financial Reporting Standards. An entity's internal control over financial reporting includes those policies and procedures that:

1. Pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the entity;
2. Provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with the International Financial Reporting Standards, and that receipts and expenditures of the entity are being made only in accordance with authorizations of the management of the entity; and
3. Provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the entity's assets that could have a material effect on the financial statements

Inherent limitations

Because of the inherent limitations of internal financial controls over financial reporting and compliance with relevant laws and regulations, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Therefore, internal controls over financial reporting may not prevent or detect all errors or omissions in processing or reporting transactions and consequently cannot provide absolute assurance that the control objectives will be met. Also, projections of any evaluation of the internal financial controls over financial reporting to future periods are subject to the risk that the internal financial control over financial reporting may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

INDEPENDENT AUDITOR'S REASONABLE ASSURANCE REPORT (CONTINUED)

Inherent limitations (Continued)

Furthermore, the controls activities designed, implemented and operated as of December 31, 2022 covered by our assurance report will not have retrospectively remedied any weaknesses or deficiencies that existed in relation to the internal controls over the financial reporting and compliance with applicable laws and regulations prior to the date those controls were placed in operation.

Other information


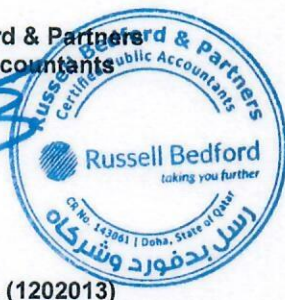
The Board of Directors are responsible for the other information. The other information comprises the Corporate Governance Report but, does not include Management's Internal Control Statement. Our conclusion on the Management's Internal Control Statement does not cover the other information and we do not, and will not express any form of assurance conclusion thereon.

If, based on the work we have performed, on the other information that we obtained prior to the date of this report, 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. When we read the complete Corporate Governance Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and the QFMA.

Opinion

In our opinion, the Management's Internal Control Statement set out in disclosure twelve of the Corporate Governance Report, is fairly stated, in all material respects, based on the criteria established in the COSO Framework, including its conclusion on the effectiveness of design, implementation and operating effectiveness of the Group's Internal Controls over Financial Reporting as at December 31, 2022.

**For Russell Bedford & Partners
Certified Public Accountants**

Hani Mukhaimer
License No. (275)
QFMA License No. (1202013)

Doha – Qatar
March 20, 2023