

بروة رويال
BARWA ROYALE

Annual Report 2025



عاماً من البناء نحو المستقبل
Years of Building Towards the Future



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



His Highness

Sheikh Tamim bin Hamad Al Thani

the Emir of Qatar

His Highness

Sheikh Hamad bin Khalifa Al Thani

The Father Emir



نبني المستقبل

BUILDING THE FUTURE



The Barwa brand has become synonymous with careful project identification, timely execution, adherence to quality standards, cost efficiency and prudent fiscal management, complemented by valuable local expertise. Straddling the residential, commercial, mixed-use and hospitality sectors, we continuously strive to produce a well-balanced portfolio that is geared towards consistent income-generating annuity assets.

Our strategy is centered on keeping our portfolio optimized, by aligning it with market and stakeholder demand, while being focused on long-term value creation.

We have invested wisely in a well-proportioned development pipeline that adds further diversity to our portfolio, and enables us to capitalize on future market opportunities in a thoughtful and risk-mitigated way.

By diversifying into other asset classes including Education based assets and PPP, we aim to further insulate ourselves from economic-cycle swings.

By adding mid-to-high residential units to our portfolio, we aim to strengthen our holdings of annuity income-generating assets and further bolster our ability to produce free cash-flows.

To enable a more sustainable payback from our new freehold positions taken in emerging areas such as Lusail, we aim to add the “built-to-sell” model as part of a judicious portfolio mix that yields appreciable returns.

With efficient capital allocation, well-conceived projects, operational excellence and efficient corporate structures, we are on the path to strengthening our position as a multi asset-class realty major.

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01 OVERVIEW

Barwa at Glance

Barwa is one of the leading real estate developers, headquartered in Doha, Qatar. We develop and manage properties that reflect the changing needs of the people living, working and visiting the country.

Company Vision and Strategy



VISION

To be a reliable real estate company recognized for its strong values, excellence and sustainable returns to its stakeholders.



MISSION

To create better places in an efficient manner for people to live, work and enjoy.



VALUES

Entrepreneurship, commitment, reliability, teamwork and integrity.

Strategic Drection

Barwa's fundamental strategic direction is to be a real estate development and investment holding company.

Barwa will make balanced income yielding investments in both its core real estate and synergistic businesses with above market return on investment.

The Segmented Business Model is organized around the following elements:



CORE BUSINESS

Real Estate Development, Investments and Operations (Value Creation): We will establish the Barwa way of planning and delivering projects and will replicate the model to the expanded and emerging portfolio.



EFFECTIVE GOVERNANCE

(Proper Control & Risk Management): Investment management best practices and performance management that sustain the value proposition.



ABOUT OUR PORTFOLIO

Barwa operating real estate portfolio includes:



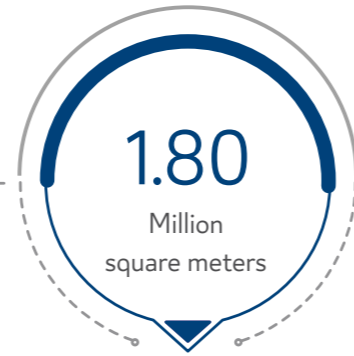
ABOUT OUR PORTFOLIO



Properties under development



Properties available for sale



Land bank available



Total properties book value (Real Estate & Land Bank)



Book value of land bank



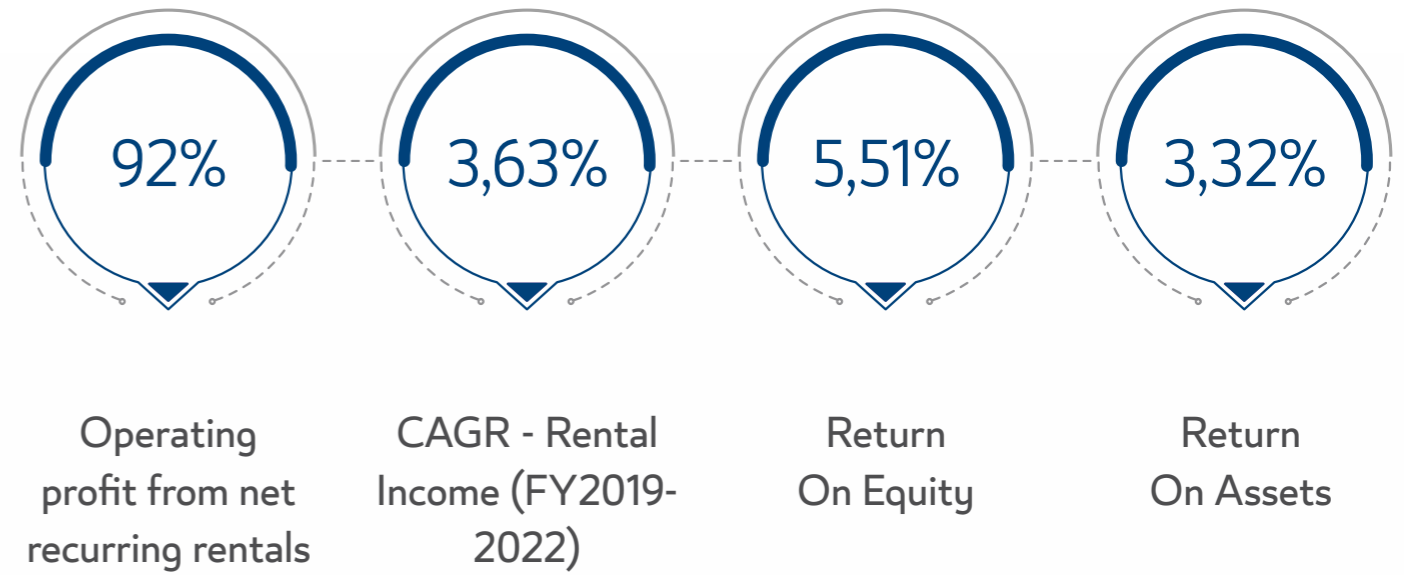
Book value of real estate



Our Financial Strength



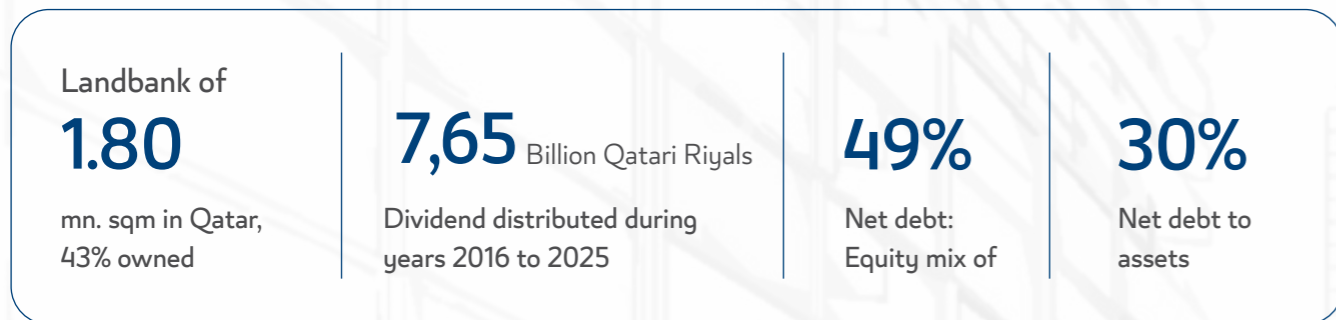
*BUA Built-up area



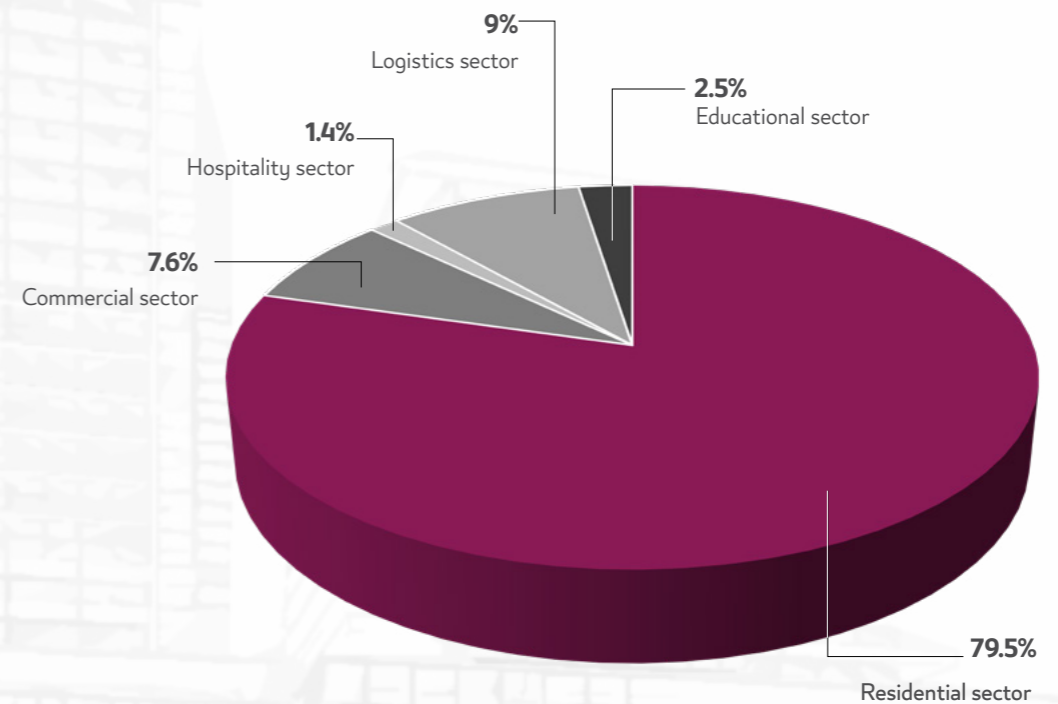
What we have accomplished

Balanced Product Mix

Resulting in a stable yield



(Balanced Portfolio Of Assets (BUA distribution



WHAT WE DO

This is how we allocate our capitals to create value. Our ability to generate value is dependent on our access to five different capitals: portfolio; funding; relationships; team; and sustainability.

I Inputs



Portfolio Capital

The Company's investment property portfolio:

- **QR 28,237 million** Properties available for sale
- **QR 1,153 million** Properties under development
- **1.80 mn** square meters land bank available



Sustainable Capital

To make positive difference:

- Investing in communities in which it operates
- Use of natural resources in a responsible and effective manner



Team Capital

Knowledge and expertise of our team:

- Skilled diversified Board
- Talented people
- Continued investment in established systems and processes.
- Strong corporate governance



Relationships Capital

Value created with stakeholders:

- Close working relationship with development partners in invested markets
- Investor confidence established through regular communications
- Engagement with local communities and Governments



Funding Capital

Effective capital management:

- Share Capital of QR 3,891 million
- QR 12,989 million of outstanding debt
- QR 11,302 million of net debt
- 0.49 Net Debt to Equity Ratio
- Recurring cash flows in form of rental income

Sound corporate governance is a critical foundation for protecting stakeholder value and achieving the group's strategic objectives

Operational Framework



DEVELOP

Through active engagement with tenants and communities, the Company develops properties to meet the needs of prospective tenants and their customers.



ACQUIRE

The Company's strategy is to grow the income in a sustainable manner. To enable this, the Company sources the best opportunities in its invested markets. A robust appraisal process facilitates effective allocation of resources to acquire accretive property.



OPTIMISE

The company optimises the allocation of capital by mature assets where value has been extracted and redeployed into opportunities for growth.



MANAGE

The Company actively manages the investment portfolio to maximize shareholders returns.

WHAT WE DO CONTD...

I Outputs



Portfolio Capital

Outcomes

The Company's updated strategy focuses on active asset management to ensure maximized returns from existing portfolio while also developing new opportunities.

Trade Offs

The Company's property portfolio has a long-term investment horizon. Strong investment discipline is required to mitigate the risk of sacrificing long-term growth for shorter-term distribution growth targets.



Funding Capital

Outcomes

A strong balance sheet provides Barwa Real Estate Group with ample capacity to sustain robust growth, supported by prudent financial management.

The company achieved net profits attributable to the shareholders of the parent company amounting to QAR 0.320 per share, compared to QAR 0.318 per share in the previous year. A dividend of QAR 0.18 per share has been announced in respect of the year's earnings.

Trade Offs

Investment in team and relationships capital can impact the funding capital and distribution to shareholders in the short term but has a positive impact in the long term.



Relationships Capital

Outcomes

Stakeholder communication is vital for active stakeholder engagement, which is fundamental to the Company's ability to create long-lasting relationships. During the year the Company interacted with various institutional investors, availed quarterly result update conference calls and with the help of proactive and dedicated Investor Relations team it also interacted with analysts whenever required.

Trade Offs

The investment in the Company's relationships capital allocates time from the other capitals and has a negative impact on the funding capital. In the long term, there is a positive impact on the other capitals.



Team Capital

Outcomes

The Company has established a strong team with extensive knowledge and experience across its invested markets. Throughout the year, several initiatives were completed to enhance, attract, motivate and retain the team. The Company has robust and reliable processes and operating systems in place.

Trade Offs

Investing in the Company's people is imperative to generate sustainable and long-term growth. Investing in the Company's systems and processes has a negative impact on funding capital in the short term. However, once implemented, there is a positive impact, improving the quality of information and increasing efficiency and staff morale.



Sustainable Capital

Outcomes

The Company recognizes the importance of using natural resources responsibly and efficiently to ensure they are sustainable for the environment. Also, it recognizes the importance of investing in the communities in which it operates, and it is at the heart of all its capitals.

Trade Offs

Investing in sustainable solutions increases our sustainable capital but has an impact on funding capital in short to medium term. Through efficiencies and renewable sources of energy, there is a positive impact of financial capital in the long term.

OUR LOCAL PROJECTS

Barwa's Geographical Footprint

OPERATIONAL PROJECTS

- Barwa Al Sadd Commercial Complex
- Barwa Al Sadd Residential Complex
- Al Sadd Millennium Plaza Hotel
- Asas Twin Towers - West Bay
- Barwa Royale (Lusail)
- Dara (Lusail)
- Alaqaria Tower – Heart of Doha
- Madinatna Residential City
- Argentine Neighborhood City
- Qatar Schools – Package 1 - 8 Schools

- Madinatna School
- Al Khor Community City
- Barwa Al Khor - Shell
- Madinat Mawater City
- Barwa Village Commercial & Residential Complex
- Barwa Al Baraha Labor City
- Mukaynis Residential City
- Masaken Al Sailiya City
- Masaken Mesaimeer City
- Barwa Al Baraha Warehouses & Workshops

IN-PROGRESS

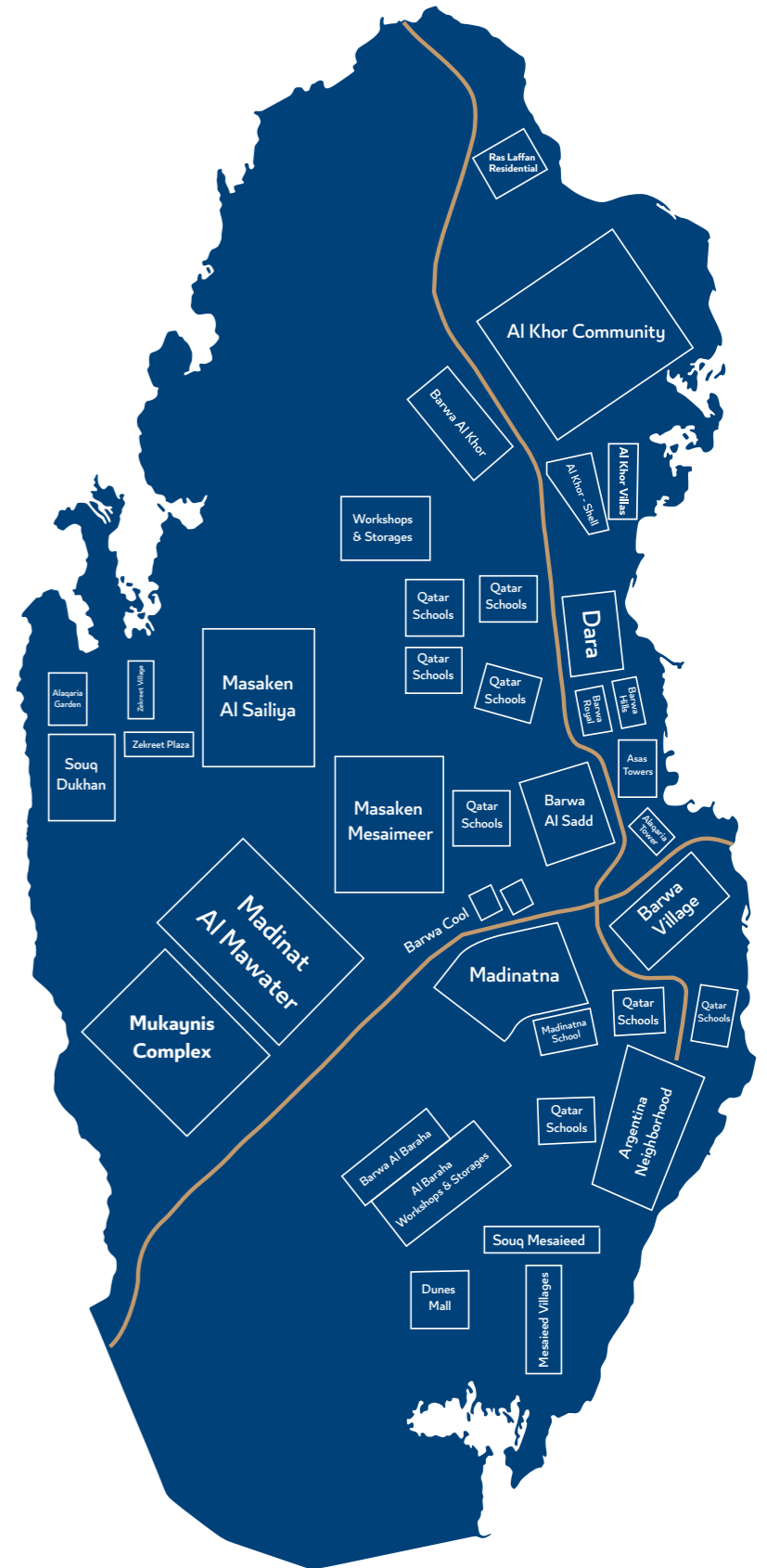
- Madinat Al Mawater Phase 3
- Barwa Hills I (Lusail)
- Barwa Hills II (Lusail)

LAND BANK

- Barwa Al Doha-A & B
- Dara Lusail -Fox Hills
- Umm Shahrain Extension
- Barwa City 3
- Barwa Al Baraha Ph 3

- Umm Shahrain Warehouses Logistic City
- Ras Laffan Accommodation complex
- Alkhor Residential Recreation Complex
- Alaqaria Gardens
- Zekreet Village
- Zekreet Plaza
- Souq Mesaieed
- Souq Dukhan
- Mesaieed Village Accommodation
- Dune's Mall

- Asas Marina Mix
- Al Kharaej Residential Tower
- Al Khor land
- Madinat Al Mawater Phase 4



02

**STRATEGIC
REPORT**





Abdullah bin Hamad Al Attiyah
Chairman of the Board of Directors

Board of Directors Report

Dear Shareholders of Barwa Real Estate Group,
Peace and blessings be upon you,

I am honored, in my personal capacity and on behalf of the Board of Directors, to present this report, which provides an overview of the Group's performance and consolidated financial results for the financial year ending 31 December 2025, and outlines key business developments and strategic measures that position the Group for continued progress in 2026.

In 2025, the Group reached a pivotal stage in its ongoing pursuit of consolidating its presence and prominence in the real estate sector. During the year, the Group commemorated the twentieth anniversary of its establishment under the slogan "Twenty Years of Building Towards the Future." In parallel, 2025 witnessed the continued implementation of the Group's strategic plans aimed at supporting prospects for growth and sustainability, in alignment with national orientations and the Third National Development Strategy, thereby strengthening the Group's role as a principal partner in advancing the objectives of Qatar National Vision 2030. Special emphasis has been placed on fulfilling the aspirations of its esteemed shareholders and on strengthening its position as one of the leading real estate developers in the State.

The Group attained distinguished levels of operational efficiency and financial performance during the reporting year, underpinned by improved asset utilization indicators and increased occupancy rates across a number of its projects. Barwa Real Estate Group further continued to enhance customer satisfaction and elevate the quality of the services rendered, drawing upon its extensive expertise and its proven capacity to develop its business portfolio and diversify its investments.

The Group also proceeded with the implementation of its strategy aimed at establishing a balanced real estate portfolio capable of withstanding market fluctuations, encompassing a broad spectrum of residential, commercial, and mixed-use developments. Such diversification has materially contributed to strengthening revenue streams and achieving sustainable growth at the level of operating returns.

Pursuant to its vision for measured expansion, Barwa has continued to examine and assess promising investment

opportunities capable of supporting the growth and appreciation of its portfolio, including investments in educational projects anticipated to reinforce the Group's social role within the broader framework of urban and economic development in the State.

In furtherance of its commitment to sound governance principles and enhanced institutional performance, the Group has continued to refine and develop its policies and procedures relating to risk management, compliance, and environmental and social sustainability, thereby ensuring the continuation of its operations in accordance with the highest standards of transparency and accountability, and entrenching an institutional culture founded upon discipline, efficiency, and commitment.

Financial Performance of the Company

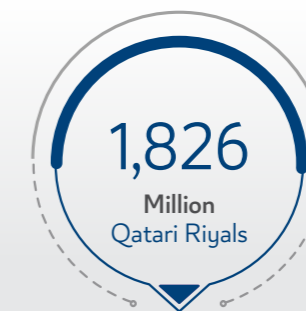
The financial statements of Barwa Real Estate Group for the financial year ended 31 December 2025 reflect the achievement of net profit attributable to the shareholders of the parent company in the amount of QAR 1,243 million, with earnings per share reaching QAR 0.3188.

As at 31 December 2025, the Group's total assets stood at QAR 37.5 billion, while the total equity attributable to the shareholders of the parent company amounted to QAR 22.9 billion, thereby evidencing the robustness of the Group's financial position and its capacity to maintain stable capital levels.

Pursuant to the Group's strategy of developing a balanced real estate portfolio capable of generating sustainable cash flows, operating rental revenues reached QAR 1,482 million, representing an increase of QAR 41 million compared to the year 2024. Furthermore, the Group succeeded in realizing net



Net profit



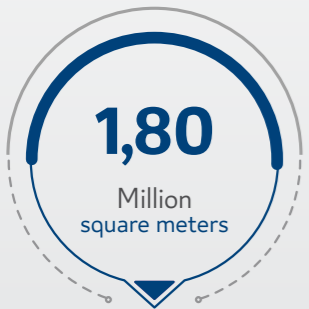
Total recurring operating income



Earnings per share



Total Assets



Total Land Bank

revenues from rentals, consultancy services, and other operating activities in the amount of QAR 1,283 million, reflecting an increase of QAR 35 million over the year 2024.

These positive financial indicators reflect the steadfast commitment of the Board of Directors and the Executive Management to the prudent and efficient stewardship of the Group's financial resources, in a manner that ensures the realization of optimal investment returns for its shareholders. The Group has continued to review its investment portfolio and to adopt appropriate resolutions concerning entry into new investments or the divestment of certain less profitable or non-income-generating assets, with a view to reinforcing the sustainable growth of returns.

As a result, Barwa Real Estate Group successfully executed several significant transactions during the year, most notably:

The sale of a plot of land located in Al Wakrah owned by Qatari Real Estate Investment Company (a wholly owned subsidiary of the Group), for which the full purchase consideration has been duly received.

The sale of a plot of land situated in Bahrain Bay and owned by GHIC Real Estate Company W.L.L. (a wholly owned subsidiary of the Group). Pursuant to the agreement, the procedures for the sale of the land, measuring 12,478 square metres, shall be completed and the consideration collected in accordance with the agreed terms and conditions.

These transactions are undertaken within the framework of Barwa's strategy aimed at optimizing the performance of its investment portfolio and divesting non-income-generating assets, thereby contributing to the enhancement of financial performance indicators and the creation of added value for shareholders.

In furtherance of strengthening its financial position and optimizing the utilization of its cash flows, Barwa Real Estate Group entered into two refinancing agreements in respect of existing financing obligations with Qatar National Bank, with an aggregate value of USD 557 million. Under the terms of the new facilities, the maturities have been extended, with repayment scheduled for June 2031.

The Group also succeeded in reducing its financing costs by QAR 156 million, representing a reduction equivalent to 20% of the financing cost recorded for the year 2024.

In light of the Group's robust financial performance, its stable liquidity position, and the approved future outlook and growth plans, the Board of Directors of Barwa Real Estate has recommended to the General Assembly of shareholders the approval of a cash dividend distribution in the amount of 18%, equivalent to QAR 0.18 per share.

The Company's Performance and Achievements During 2025

Barwa Real Estate Group has continued to consolidate its strategic orientation toward the development of a balanced and diversified real estate portfolio capable of generating stable cash flows that reinforce sustainable returns

for shareholders and mitigate the impact of fluctuations in the real estate market, while aligning this approach with the State's development plans, the requirements of social development, and the priorities of corporate social responsibility.

The year 2025 marked an important milestone in the Group's journey, during which Barwa attained a range of successes across real estate development, asset operations, and institutional efficiency, reflecting its consistent commitment to strategic execution and value creation that supports the growth of the real estate sector in the State of Qatar.

Set out below are the principal achievements of the Group during the financial year 2025:

First: "Barwa Hills 2" Project

Building upon the success achieved in the first phase of the Barwa Hills project, Barwa Real Estate Group announced the launch of the second phase in the heart of Lusail, offering new opportunities for residential ownership and real estate investment within one of the most vibrant and rapidly growing areas in the State.

The second phase comprises a contemporary residential building consisting of one-bedroom units designed in accordance with modern urban standards, and supported by integrated service facilities including a gymnasium, a swimming pool, and retail spaces serving residents and visitors alike. The project further benefits from a prime location in the Jabal Thuaileb district, within Lusail, an area distinguished by dedicated pedestrian walkways, cycling tracks, and public parks, thereby offering a balanced lifestyle that harmonizes comfort and well-being.

The project is being offered at competitive prices and under flexible payment plans tailored to accommodate multiple customer segments, thereby enhancing long-term investment prospects within Lusail. The project was awarded the "Best Real Estate Investment" accolade by Real Estate Regulatory Authority during the third edition of the Qatar Real Estate Forum.

Second: "Barwa Royale" Project

The Group launched the "Barwa Royale" project within the premium residential projects category in the Jabal Thuaileb – Northern Area, in Lusail, offering an upscale residential experience founded upon quality design and refined amenities.

The project comprises semi-furnished units, including one- and two-bedroom apartments, thoughtfully designed to

meet the requirements of contemporary living. It further incorporates integrated facilities, including a swimming pool, an indoor gymnasium, and dedicated parking spaces, thereby positioning it as an attractive destination for ownership within one of the State's most prominent future development zones.

Third: Phase Three of Madinat Mawater Development Project

Barwa Real Estate Group has completed the construction works of Phase Three of the Madinat Mawater development project, and has commenced the handover of showrooms to tenants in preparation for the transition to full operational status.

Phase Three comprises the following components:

- 611 residential units of varying sizes;
- 94.9 thousand square meters of leasable space, including retail outlets, specialized workshops, a comprehensive service center, administrative offices, and a hypermarket;
- 57.7 thousand square meters of logistical storage space;
- A mosque;
- Supporting service facilities.

In addition, Barwa has executed several agreements with prominent brands operating within the automotive services sector. Operational activities have also commenced at Al Nasr Driving School, thereby reinforcing the project's position as an integrated destination for the automotive sector in the State of Qatar.

Fourth: "Madinatna School" Project

In line with its strategic commitment to advancing educational initiatives that improve quality of life in its residential communities, Barwa Real Estate Group executed a memorandum of understanding with Edison International Academy for the lease and management of the "Madinatna School" project.

The project extends over a land area of 27,000 square metres, with an estimated built-up area of 23,000 square metres, and comprises:

- 85 classrooms with a total capacity of up to 3,400 students;
- Car and bus parking facilities;
- Multiple sports fields;
- Comprehensive educational amenities.

The project constitutes a strategic addition that strengthens investment diversification, increases occupancy rates within the Madinatna development, and supports social and educational advancement in alignment with Qatar National Vision 2030.

Fifth: Operational Real Estate Portfolio

Barwa Real Estate Group owns the largest operational real estate portfolio in the State of Qatar, comprising 40 projects located across various sites within the state.

The portfolio includes:

- 69,395 residential units, encompassing apartments, villas, and labor accommodations;
- 437,779 square metres of commercial spaces, showrooms, and offices;
- 502,429 square metres allocated to workshops and logistical storage facilities;
- 20 educational establishments, including 10 schools and 10 nurseries and kindergartens distributed across the Group's projects;
- 350 hospitality units.

It is noteworthy that the average occupancy rates in many of Barwa's residential projects during 2025 exceeded 90%, reflecting strong demand for the Group's developments and the high quality of their operational management.

Sixth: Land Bank

The land bank represents one of the most significant pillars of the Group's strength, with Barwa Real Estate Group owning approximately 2 million square meters of undeveloped land within the State of Qatar. This land bank constitutes a strategic asset enabling the Group to:

- Pursue future expansion;
- Develop new projects;
- Capitalize on opportunities for sale or development for lease;
- Strengthen long-term cash flows.

Moreover, this land reserve supports the Group's growth and sustainability plans, while consolidating Barwa's position within the national real estate sector.

Seventh: Principal Local Subsidiaries

Barwa Real Estate Group possesses a number of subsidiaries

that operate in an integrated manner to enhance the efficiency of real estate development and the management of the Group's operational assets:

1. Al Waseef Asset Management Company

One of the largest specialized companies providing diverse and integrated solutions in the field of asset, real estate, and facilities management in the State of Qatar. Its client portfolio, in addition to Barwa projects, includes numerous governmental and institutional entities, most notably:

- Ministry of Education and Higher Education;
- Ministry of Endowments;
- Ministry of Finance;
- Qatar General Electricity & Water Corporation;
- Hassad Company;
- Lusail Development Company;
- The Commercial Avenue Company;
- Mahaseel Company;
- Naufar Hospital.

2. Qatar Project Management Company

The company provides a comprehensive range of project management services, including development management, cost control, risk management, and health and safety management. It also serves clients external to the Group, thereby reinforcing Barwa's consultancy presence within the real estate market.

3. Barwa Cooling Company

Responsible for the provision of district cooling services, the company operates two chilled water plants in the Mesaimmer area with a combined capacity of 37,600 tons of refrigeration. It serves major projects such as Mesaimmer City and the Commercial Avenue Company.

Eighth: Principal International Subsidiaries

1. Nuzul Holding

Nuzul Holding is a joint-stock company established in the Kingdom of Bahrain, focusing on the ownership and operation of serviced apartments. The company currently invests in the Somerset Al Fateh Hotel, which offers 118 hotel units, and also holds investments in the apartment units of the Al Jiwir Tower Project in the Holy City of Mecca, Kingdom of Saudi Arabia.

2. Shaza Hotels Management Company

The company specializes in the operation of five- and four-star hotels under the "Shaza" and "Misk" brands, managing a number of properties across the State of Qatar, the Kingdom of Saudi Arabia, the Sultanate of Oman, the United Arab Emirates, and the Kingdom of Bahrain, in accordance with hospitality standards fully compliant with Islamic Sharia principles.

Corporate Framework

Barwa Real Estate Group continues to strengthen its position as a leading company in the real estate development sector through the enhancement of its institutional framework and the modernization of its governance system, reflecting its steadfast commitment to the principles of integrity, transparency, and operational excellence. The year 2025 witnessed the implementation of a wide range of organizational and administrative initiatives accompanying the growth of operational activities and project expansion, contributing to the strengthening of the Group's institutional capacities and the enhancement of internal performance efficiency, in alignment with its long-term strategic vision.

These efforts have yielded key achievements in the areas of project management, international accreditations, and digital transformation, as detailed below:

1. Best Real Estate Investment Award for 2025

In recognition of excellence and innovation in the development of residential projects contributing to the advancement of the real estate sector, the Real Estate Regulatory Authority selected the "Barwa Hills" project as the Best Real Estate Investment for 2025, among all projects presented at the Cityscape Qatar 2025 exhibition.

2. Project Management and Development

During the year, the Group continued to enhance its project management systems and improve operational efficiency. Key initiatives included:

Coordination with the Real Estate Regulatory Authority to secure approvals for upcoming projects, demonstrating the Group's commitment to the enforcement of regulatory frameworks governing real estate development in the State of Qatar and to upholding the highest standards of quality and regulatory conformity.

Upgrading project infrastructure by integrating state-of-the-art wireless communication technologies, high-speed connectivity systems, and comprehensive technological solutions that support the Group's strategic direction toward smart urban development and sustainable energy, resulting in increased operational efficiency and enhanced user satisfaction.

3. Operational Performance

The Public Works Authority (Ashghal) honored Barwa in acknowledgment of a remarkable accomplishment, marked by the completion of more than 200,000 injury-free working hours throughout the development of the Schools Project – Package One. This distinction reflects the Group's unwavering dedication to maintaining the highest occupational health and safety standards.

4. Achievement of International Accreditation (ISO)

Affirming its commitment to the application of the highest standards of quality, operations, and oversight, the Group successfully underwent external audits and met the requirements of the International Organization for Standardization (ISO) in 2025, obtaining a series of certifications in the following areas:

- Management systems;
- Environmental management;
- Occupational health and safety.

These accreditations attest to the Group's success in developing an integrated management system founded upon global best practices, enhancing operational efficiency and service quality, and strengthening the effectiveness of project and resource management, thereby contributing to added institutional value and an improved client experience.

5. Digital Transformation

The Group sustained its efforts to upgrade its digital infrastructure and implementing digital transformation initiatives aimed at optimizing operational processes and enhancing the client experience. Key initiatives launched during 2025 included:

The introduction of a new brand for the "Barwa RealStakes" application, an innovative digital platform enabling users to register, purchase, and invest in residential units within the "Barwa Royal" project in Lusail, providing a fully integrated,

flexible, and user-friendly electronic experience.

Signing a strategic partnership agreement with Ooredoo to develop an integrated digital system serving the real estate sector in the State, enhancing Barwa's operational efficiency through intelligent solutions for property management and digital infrastructure development, thereby improving the quality of services provided to clients.

Expanding the use of "Fusion" applications via the Oracle cloud to automate the operations of supporting departments and establish a comprehensive operational platform encompassing human resources management, financial management, and supply chain management. This initiative complements Barwa's strategic objective of creating an advanced digital work environment that enhances productivity and supports business growth.

These accomplishments collectively represent a continuation of Barwa Real Estate Group's ongoing institutional development journey, through which the Group seeks to:

- Enhance the efficiency of its operational framework;
- Expand its technological innovation base;
- Strengthen its institutional capabilities;
- Improve overall business performance;
- Support the Group's readiness to respond to future developments.

These efforts serve to reinforce its ability to navigate market challenges and achieve sustainable growth, generating benefits for shareholders and all relevant stakeholders.

Governance, Systems, Risk Management, and Internal Controls

Barwa Real Estate Group places the utmost importance on corporate governance, recognizing it as a fundamental pillar for ensuring business sustainability and enhancing trust between the Company, its shareholders, and other stakeholders. The Group's governance framework is founded upon the provisions set forth in its Articles of Association, the regulations of the Qatar Financial Markets Authority, the rules of Qatar Stock Exchange, and other applicable laws of the State of Qatar, thereby ensuring responsible operational compliance toward shareholders and the broader community.

The Corporate Governance Guide for Listed Companies issued by the Qatar Financial Markets Authority constitutes the authoritative reference for Barwa's governance system.

The Group's governance policies and procedures fully align with the recommendations issued by the Authority, in addition to its complete compliance with applicable Qatari laws and regulations, reflecting a high level of institutional discipline and professional business management.

Barwa also adheres to the highest standards of disclosure and transparency within a sound governance framework tailored to its business nature and continuous development. The Group ensures the provision of accurate and up-to-date information to shareholders on a regular basis, reinforcing the transparency principle applied across all its transactions. Furthermore, the Group fosters a culture of integrity, clarity, and accountability by strictly complying with the corporate governance rules applicable to listed companies in the Main Market and under the supervision of the Qatar Financial Markets Authority, thereby enhancing trust and strengthening its relationship with investors.

Barwa considers corporate governance to be a strategic framework guiding the management of the Company's operations and its policies toward stakeholders. In this context, the Board of Directors ensures the delegation of appropriate authorities to the Executive Management, thereby accelerating business processes, enhancing operational efficiency, reducing administrative complexity, and strengthening the Company's capacity to execute its projects and investments effectively, ultimately benefiting the shareholders.

Risk management constitutes a central element of Barwa's institutional approach, providing clear frameworks for the efficient management of projects and investments, and enabling the control of legal, operational, and economic risks. In the same vein, Barwa implements an internal control system designed to establish a reliable network of policies, controls, and procedures, ensuring the accuracy of financial data, the integrity of records and documents, the protection of Company assets, and the early identification of potential risks. This system further reinforces compliance with regulations and directives, thereby ensuring the sustainability of sound governance and prudent operational management.

Human Capital: The Core of Our Success

Recognizing that human capital is fundamental to its sustained success and growth, Barwa Real Estate Group considers investment in its people to be the most critical investment in its future competitiveness. In line with this philosophy, the Group adopts a balanced and responsible institutional approach, fulfilling its commercial, social, and

environmental obligations while providing a secure, healthy, and empowering workplace that nurtures innovation and is anchored in diversity, inclusivity, and professional respect.

The Group actively invests in its current workforce and recruit outstanding professionals capable of supporting its growth and development goals, by providing comprehensive training and development initiatives that strengthen skills, elevate capabilities, and empower employees to achieve their career objectives. Barwa places significant emphasis on adopting cutting-edge technological solutions that enable flexible working practices, enhance performance quality and efficiency, and advance institutional transformation initiatives, ultimately boosting productivity levels.

Similarly, Barwa prioritizes the strengthening of social and interpersonal bonds among its workforce by conducting various events across the year, including commemorations of the State's Sports Day, Ramadan community activities, and other initiatives that promote social well-being and health. These programs contribute to fostering team spirit, supporting employees' physical and mental well-being, and creating a positive and motivating work environment that enhances job satisfaction and institutional loyalty.

Environmental and Social Sustainability and Our Commitment to the Community

Barwa Real Estate Group assumes an active and accountable approach toward society, underpinned by a comprehensive vision that promotes social progress and enhances the quality of life across its residential, commercial, and service initiatives. This vision is underpinned by a firm conviction that the Group's economic success is closely linked to its responsibility toward society and the environment, motivating it to adopt sustainable development policies that consider environmental, social, and economic dimensions, and to develop real estate projects that provide integrated solutions contributing to the creation of high-quality urban communities that meet the diverse needs of society.

The Group places particular emphasis on the concept of sustainable cities by integrating residential, commercial, service, logistical, and educational components within comprehensive environments capable of providing a balanced ecosystem of services that enhance social and economic stability. This approach is exemplified by several pioneering projects, including Mesameer Residences, Al

Sailiya Residences, Barwa Village, and Mackins Residential Complex, which provide accessible housing solutions combining high quality and operational efficiency, catering to the needs of both families and labor communities.

In line with its commitment to developing sustainable educational projects, Barwa Real Estate Group achieved a significant milestone with Ramla bint Abi Sufyan Secondary School for Girls being awarded the Global Sustainability Assessment System (GSAS) certification at the Silver Level for operational performance, granted by the Gulf Organization for Research and Development (GORD). This achievement forms part of the Group's first partnership contract under the model of development, operation, and maintenance for eight government schools in Qatar, which Barwa developed and leased to the Ministry of Education and Higher Education, providing operational and maintenance services over a 25-year period under the Qatar Schools Development Program – Package One.

The certification underscores Barwa's strategic focus on integrating sustainability into its educational projects, enhancing the academic setting through environmentally friendly facilities that ensure the well-being of students and educators. It corresponds with the State's objectives for sustainable educational development and strengthens the environmental dimension of Qatar National Vision 2030.

Barwa has continued to strengthen its community role through the implementation of various health and social initiatives, most notably:

- Organizing blood donation campaigns in collaboration with Hamad Medical Corporation to support national blood banks and promote a culture of voluntary donation;
- Conducting vocational training programs for students of the College of Engineering at Qatar University under a strategic cooperation agreement aimed at developing and qualifying national talent for the real estate labor market.

These initiatives underscore Barwa's commitment to the development of national human capital and the enhancement of quality of life and public health within the community.

Barwa further seeks to enhance national engagement by sponsoring and organizing a variety of events, most notably:

- Participation in the State's Sports Day through activities directed at its employees at the Madinatna Project;
- Organizing padel sports tournaments during the holy month of Ramadan across several of the Group's projects, with participation from residents—including families and labor communities—as well as Barwa employees and its subsidiary companies, thereby fostering social cohesion and promoting a healthy and active lifestyle.

The Group has also continued to play a leading role in supporting key sectors of the national economy by sponsoring and hosting specialized economic events, including:

- Acting as a strategic sponsor for the Qatar International Facilities Management Conference and Exhibition and the LED and Renewable Energy Technology Exhibition 2025, organized by the Qatar Society of Engineers;
- Active participation in Cityscape Qatar 2025, where the Group announced the launch of the “Barwa Hills 2” and “Barwa Royal” projects, concluded operational agreements with leading automotive companies as part of the third phase of Mawater City, and showcased its integrated real estate portfolio to investors and visitors.

Through its subsidiary Waseef Company, and as part of its commitment to humanitarian responsibility, Barwa continued to execute various programs within labor residential complexes to honor and recognize the dedication and contributions of workers, including:

- Celebratory events during Eid al-Fitr and Eid al-Adha;
- Seasonal influenza vaccination campaigns in collaboration with Hamad Medical Corporation, providing free vaccinations to beneficiaries of its housing projects to support their health and safety during the winter season.
- These efforts in environmental and social sustainability reflect a firmly rooted institutional commitment to the principle that economic, social, and environmental development are interconnected pathways, and that investing in people, society, and the environment constitutes the foundation of its long-term success. The Group continues to perform its responsibilities as a conscientious national partner, contributing to the State's goals for comprehensive development in line with internationally recognized standards of sustainability and quality of life.

Our Future Plans for 2026

The confidence generously bestowed upon us by our esteemed shareholders represents the principal driving force behind our endeavors and serves as a key motivation for sustaining our efforts and innovation, safeguarding the Group's accomplishments, and reinforcing its capacity for sustainable growth.

Guided by this unwavering dedication, Barwa Real Estate Group has developed a comprehensive strategic plan for 2026, structured around fundamental pillars that outline the path for the next phase of growth. The plan seeks to secure sustainable returns, optimize shareholder value, and support the Group's contribution to the development of Qatar's real estate sector.

The principal pillars of this plan are as follows:

Pillar One – Revenue Growth and Maximization of Investment Returns

The Group is committed to achieving sustainable revenue and return growth through a strategic blend of operational project development and the augmentation of income-generating assets. Over the short to medium term, Barwa's focus will be on:

- Increasing occupancy rates in newly developed projects, including “Madinatna,” “Argentine District,” and the third phase of “Mawater City”;
- Maintaining and further enhancing high occupancy levels across existing assets;
- Optimizing the utilization of low-yield or underperforming assets.

The Group's long-term growth plans are guided by its alignment with national initiatives aimed at realizing the objectives of Qatar National Vision 2030, which acts as a major catalyst for the economy and the real estate sector.

Barwa will undertake the following steps as part of its 2026 agenda:

- Examine expansion opportunities within the educational real estate sector;
- Complete development works for the “Madinatna School” project and the first and second phases of the “Barwa Hills” project;

Advance the preparation of master plans and feasibility studies for future projects, including:

- Phase Four of the “Mawater City” project;
- Upcoming phases of the “Barwa Hills” project in Lusail City;
- Development studies for several plots of land owned by the Group;

Maximize the benefits of regulations permitting property ownership by non-Qataris, with the Group having already launched two phases of the “Barwa Hills” project in preparation for future phases, alongside the launch of the “Barwa Royal” project;

Strengthen partnerships with the public sector through active participation in public-private partnership (PPP) tenders, supporting national development programs, particularly those related to the development of land for Qatari citizens' housing;

Explore new investment solutions for managing financial assets, thereby enhancing returns and improving the Group's investment structure.

Pillar Two – Expenditure Optimization and Financial Efficiency

Throughout 2026, the Group will pursue initiatives to enhance the efficiency of operational, administrative, and financial processes, maximizing resource utilization while upholding service excellence and ensuring continued progress on development projects. The purposes of these initiatives include:

- Enhancing cost efficiency;
- Increasing net financial returns;
- Improving operational efficiency;
- Ensuring long-term profitability sustainability.

Pillar Three – Brand Strengthening and Institutional Development

Barwa places shareholder and client satisfaction among its highest priorities and seeks to strengthen its market position through:

- Delivering real estate solutions in accordance with international standards;
- Maintaining competitive pricing that caters to diverse client segments;

- Adopting innovative operational models that reflect the Group's commitment to continuous development.

Furthermore, Barwa continues to support national and social initiatives, reinforcing its presence as a responsible national institution and a trusted partner in sustainable development.

Dear Shareholders,

The Board of Directors, the Executive Management, and all personnel of Barwa Real Estate Group remain fully committed and dedicated to living up to your trust and to fulfilling your aspirations for a promising future for the Group. We reaffirm our determination to continue implementing our strategic plans aimed at:

- Expanding the investment portfolio;
- Maximizing returns for shareholders;
- Achieving sustainable growth;
- Strengthening Barwa's position as one of the leading real estate developers in Qatar and the region.

We aspire to a new year in which all stakeholders move forward hand in hand toward the attainment of additional achievements.

In conclusion, we would like to convey our profound thanks and deep appreciation to His Highness Sheikh Tamim bin Hamad Al Thani, Emir of the State of Qatar – may God protect him – and to His Highness Sheikh Abdullah bin Hamad Al Thani, Deputy Emir, for their steadfast support and continued encouragement. We further extend our heartfelt thanks to His Excellency Sheikh Mohammed bin Abdulrahman bin Jassim Al Thani, Prime Minister and Minister of Foreign Affairs, for his invaluable contributions toward the development and progress of the State.

Our heartfelt appreciation is extended to our shareholders and all members of the Group for their enduring trust and support, with prayers to Almighty God for ongoing success in attaining achievements that reinforce the prominence of Barwa Real Estate Group, benefit the nation and its people, and contribute to the realization of Qatar National Vision 2030.

Abdullah bin Hamad Al Attiyah
Chairman of the Board of Directors



ENG. AHMAD MOHAMMAD AL TAYEB
 CEO OF BARWA REAL ESTATE GROUP

Chief Executive Officer's Statement

In 2025, Barwa Real Estate Group kept strengthening its expanding track record of accomplishments and solidifying its development trajectory. In this year, the Group reaffirmed that it does not rely solely on its illustrious history, but rather strives to broaden its influence going forward and establish itself as a national real estate company that is distinguished by a clear strategic vision and strong execution skills—one that innovates, develops, and provides real value to the community, the real estate industry, and its shareholders.

Over the past year, the Group launched and advanced a portfolio of distinctive projects that embody our ambition to establish integrated urban communities. Foremost among these is the Barwa Hills 2 project, which represents a natural extension of the success achieved in its first phase and constitutes a strategic addition within Lusail, developed in accordance with a contemporary development model responsive to market demands and conducive to stimulating investment activity. In parallel, we commenced the implementation of the Barwa Royal project in Jabal Thuaileb, designed to introduce a refined concept of luxury living through contemporary architectural designs and a fully integrated residential experience that reflects the highest standards of quality of life.

Proceeding from our firm conviction that digital transformation constitutes one of the principal drivers of the future, the Group launched the Barwa RealStakes application, through which investors and individuals are afforded an innovative and streamlined avenue for real estate acquisition and investment. The application establishes a modern channel enabling beneficiaries to derive returns from residential units within Barwa's projects through an integrated digital platform. This initiative represents a practical manifestation of our vision to render real estate development more agile and accessible, in alignment with the evolving expectations and demands of the contemporary digital generation.

The year 2025 likewise witnessed the completion of the third phase of the Mawater City project, the commencement of its operational activities, and the handover of workshops and showrooms to tenants. The project stands as a clear exemplar of Barwa's capacity to develop large-scale ventures with direct economic impact, facilitating commercial activity and enhancing the returns of the operational portfolio.

Together, these accomplishments demonstrate that Barwa Real Estate is confidently moving forward on a purposeful path of growth and development, supported by its substantial human capital, diverse portfolio, and aspirational strategic vision. In 2026, we are poised to enter a new phase of growth encompassing the strengthening of operating revenues, the expansion of investment in land and future projects, the optimization of asset efficiency, the advancement of institutional performance, and the elevation of service quality and project operations through the continuous enhancement of the digital experience.

Barwa's distinction lies not only in the projects it delivers, but in the communities it shapes and the lasting value it creates—placing people at the center of every endeavor. We remain firmly committed to advancing quality of life to the highest standards, in a way that meets the aspirations of the nation and its citizens and contributes meaningfully to the achievement of Qatar National Vision 2030.

Through a strategy based on wise investment and the creation of unique projects that support portfolio diversification and the consolidation of a sustainable operational base able to produce steady cash flows, we will keep expanding the horizons of growth. The Group's financial strength is strengthened by this strategy, which also reflects the trust and future goals of its shareholders.

Best Regards,

Eng. Ahmed Mohammed Al-Tayeb

Chief Executive Officer
 Barwa Real Estate Group

SIX COMPELLING REASONS TO INVEST IN BARWA

Over the years, Barwa has proven to be a dynamic and influential contributor to the development of Qatar. We have been pioneers and leaders in addressing the requirements of the country's developmental projects. This is our national vision, which we work hard to bring to life. We began our strategic partnership with the Government of Qatar to build projects with a purpose to bridge critical gaps in the economy. Over the years, we have developed unique and unprecedented projects that directly impact the public needs and our national ambition.

Presence Across Real Estate Ecosystem

Our portfolio comprises of commercial properties including offices, retail units, warehouses and workshops to support the industrial sector in Qatar. We also offer an affordable housing solution for thousands of lower to mid-income residents and their families. Additionally, we have a significant presence in the workers accommodation segment. Barwa's presence in all these asset classes allow us to straddle across the entire real estate ecosystem that makes economic growth possible.

Balanced Portfolio Mix of Operational Assets

We use conservative principles of asset allocation to manage the risk of the overall portfolio, whilst attempting to maximize the potential returns.

With a variety of assets in residential, retail, commercial and storage realty, the spread of our holdings allows us to average out opposing economic cycles between each segment.

- **69,395** residential units, encompassing apartments, villas, and labor accommodations;
- **437,779** square metres of commercial spaces, showrooms, and offices;
- **502,429** square metres allocated to workshops and logistical storage facilities;
- **20** educational establishments, including 10 schools and 10 nurseries and kindergartens distributed across the Group's projects;
- **350** hospitality units.

Inherent Strength Built over Time

Barwa is a well-recognized brand and a market leader. Our Brand is built on the strength of excellent cost control; scale of operations; and the strong credibility in our ability to successfully execute complex and large projects. Going forward, the brand equity of our company will only be further bolstered through a wider range of asset classes.

- Today, we own 5.6 mn million sqm BUA under operations
- land bank 1.94 million sqm (1.87 mn sqm in Qatar).



Recurring Revenue and Profits

Barwa's business strategy demonstrates reliable revenue streams. Because of this, we are more predictable than many of our peers. We are in a position to forecast revenue months in advance and create budgets and capital obligations with a higher degree of certainty. Our recurring revenue streams also serve as a buffer to counter income fluctuations. As a result, we are considered less risky and with more opportunities for growth, especially if we continue to grow our recurring revenues in the future.

- Our recurring rental revenue comprises of 80% of total operating revenue.
- 92% of our operating profit is generated through recurring rental.

Strong Balance Sheet

Our strong balance sheet with a low Net Debt:Equity mix at 1:2, allows us the opportunity to explore responsible leveraged growth, if and when we wish to pursue it.

- Net Debt:Equity mix at 49%
- Recurring cash flows
- Distributed QR 7,65 billion dividend during years (2016-2025)

Moving up the Value Chain

Barwa will continue to explore new opportunities based on evolving market demand drivers. We select our product offering in alignment with tangible market demand. Currently, Barwa is planning to foray into developing education as well as assets directly aligned to address the country's immediate requirements and for moving up the value chain by developing mid to high-mid residential segments for lease and/or sale; and for developing assets in freehold areas such as Lusail.

With a more judicious mix of selling and leasing, we further aim to balance our business models to yield the best possible returns for our shareowners. By adding new segments such as infrastructure for educations and healthcare, we are further diversifying and de-risking our business. Ultimately, we are continuously adapting ourselves to explore the best extraction of value from land, within the safe boundaries of risk we subscribe to.

OUR MARKET DRIVERS



1. Growth from new freehold zones

As per the Ministry of Justice, expats in Qatar can purchase property in 16 areas around Qatar. Non-Qataris are permitted to own property in 9 locations on a freehold basis, however, they can invest in real estate in an additional 16 locations on a 99-year lease. The objective is to encourage foreign investors, to invest in the freehold zones such as Lusail, West Bay, and Onaiza, amongst other areas, which ultimately facilitates a mature investment market and increases the variety and price brackets of products to choose from.

What it means for Barwa?

The advent of new freehold zones will create new opportunities for Barwa to build more mid-to-high range residential units under its 'built-to-lease' and 'built-to-sell' models.



2. Freehold Property Ownership

Expansion of the freehold and leasehold property net has been a key driver of Qatar moving from rental rental-based to sales-based economy. This will have a significant impact on local real estate, leading to higher investments from the expatriate category.

What it means for Barwa?

Freehold property ownership will create opportunities for Barwa to build more mid-to-high range residential units under its 'built-to-sell' models.



3. Growth in Inbound Tourism

The National Tourism Council has continued to introduce measures to boost tourism numbers following the introduction of visa-free travel for 80 countries. The government has extended the validity for the Hayya Card, wherein travelers can enter the country free of any charges. Post FIFA in 2022, Qatar is investing significantly in sports-related activities. Several sporting events are planned for the coming years which will ensure stable occupancy for hotels and hotel apartments.

What it means for Barwa?

Barwa to benefit from the increased tourism in the form of higher occupancy for the hotel and other asset classes.



4. Increasing the role of the Government to improve transparency and liquidity

To improve transparency in the real estate sector in the country, Real Estate Regulatory Authority will bring transparency and more diversity in the real estate sector. In addition, Qatar Central Bank has amended mortgage regulations applicable to all banks within the country. The revised regulations categorize loans based on factors such as the amount of the loan and the nationality of the applicant (Qatari and expatriates). These regulations include specific loan-to-value (LTV) ratios and tenures tailored to different property categories: residential properties for individuals, investment and commercial properties, and under-construction properties for investment. This thoughtful categorization aims to align with the diverse needs of applicants.

What it means for Barwa?

Barwa to benefit with the increased movement in the real estate market due to higher transparency and better financing available in the local market.

HOW ARE WE RESPONDING?



Additional Debt for growing Capex

The Company believes that its Balance sheet strength gives it enough headroom to secure additional debt for future Capex, if required. The Company is currently participating in multiple tenders on development for the education and healthcare sectors. As and when the Company is awarded projects, it expects to fund its 'capex' through a mix of internal accruals and the fresh issuance of debt.



2. Developing assets in the Freehold Areas

The Company is conducting feasibility studies to evaluate the potential opportunities of different types of projects in Lusail. Based on the results, the Company may choose to work with the government on various projects, electing to adopt both built-to-sell (BTS) or built-to-lease (BTL) models, or even to sell a portion of its land-bank in small parcel formats.



Strategies towards diversification

Barwa will continue to explore the opportunities based on evolving market demand drivers. Currently, Barwa is planning to foray into developing assets in the education and healthcare sectors; and for moving up the value chain by developing mid to high-mid residential segments for lease and/or sale.

OUR WELL POSITIONED DEVELOPMENT PIPELINE

As our Government continues to introduce reforms for capacity building and encouraging economic growth, we plan to diversify our asset portfolio by carefully entering into new high growth sectors, such as healthcare and education. We plan to achieve this feat while maintaining our foothold in traditional well-established sectors, such as residential, retail, logistics, commercial and workforce residential assets.

Armored with over 15 years of experience in correctly assessing the demand trends within the market, BARWA have an in-depth understanding of the residential and commercial real estate sectors in Qatar. In the residential segment, we are planning to enter the high-value end of the business with more upmarket and aspirational assets, both for leasing and for sale.

Currently, our asset portfolio is made up of “low-to-mid” range of residential, retail and commercial units, a 5-star hotel,

warehouses and workshops across Qatar. Moreover, our revenue from recurring sources of income for this year stood at QR 1,826 million.

We have an overarching objective to become a highly sustainable source of value creation for all our stakeholders. Although we are well-positioned with our existing portfolio, with 90% of our profit coming in as recurring annuities, we see significant justification for diversifying our portfolio further, to protect

ourselves even better from market fluctuations and economic cycles.

Moreover, the government of Qatar increased the number of freehold zones from three to ten in Lusail, West Bay and the Onaiza region. This amendment, allowing foreign investors to hold full ownership in Qatar’s residential and commercial sectors, is a significant game-changer for the country’s real estate sector.

This development has opened up new opportunities for us to build more mid-to-high range residential units under a built-to-sell model.

As an agile company adjusting to market conditions, we take calculated steps after performing extensive feasibility studies and assessing the viability of fresh market opportunities. In the near future, we aspire to enter into various projects within the healthcare and education sectors, while also developing assets in the freehold zone of Lusail as well as in other key locations within Qatar



Revenue from
Recurring Sources
of Income



ACHIEVEMENTS IN REAL ESTATE DEVELOPMENT 2025

01

Launch of
Barwa Hills Project

02

Launch of
Madinatna School
Project

03

Advance stage
of completion of
Mawater Phase 3

04

Browa Royal
Unit Sales

FREEHOLD ZONES A GROWING OPPORTUNITY

The increase in freehold zones will create new opportunities for Barwa, to build more mid to high range residential units under a blended business model, incorporating a healthy mix of both selling and leasing.

With an aim to encourage non-Qatari real estate investments into Lusail, West Bay and Onaiza, amongst other areas. The government of Qatar increased the number of freehold zones in March 2019 from three to ten. This represents a quantum leap in the expansion of the country's real estate marketplace and size.

Even though its short-term impact seems to be marginal due to the prevailing challenging market conditions, it is expected that in the long term, this emergence of multiple new urban centers will create more opportunities for investors and owner-occupiers to purchase and own yielding real estate in Qatar. Over time, this policy is also expected to facilitate a more mature

investment climate, encouraging an increasingly evolved and vibrant marketplace that thrives on improved choice of products, and a price range that caters to multiple income groups. Such initiatives by the government is also creating substantial opportunities for Barwa, including the potential to build more residential projects such as the Dara A in Lusail, which includes mid to high-mid affordable luxury residential apartments. By including a built-to-sell (BTS) business model for some of the developed units, and by offering some portion of our land bank to other developers on outright sale, we are exploring exciting options for garnering the ideal ROIs from our investments.

To explore these initiatives fully, we are conducting feasibility studies to evaluate potential opportunities for different types of projects in Lusail. This includes a variety of options to work with the government on strategic projects; adopting a blended mix of built-to-sell and built-to-lease models to enhance both short-term and long-term returns; and also monetize a portion of our investment through the sale of some portion of our large land parcels.

As Qatar develops and expands its urban footprint, so will Barwa grow in sync with the government's strategic expansion programs.



SECURING BARWA'S ICT FRAMEWORK

In a rapidly evolving digital landscape, our team has worked diligently to drive innovation, enhance cybersecurity, and optimize our IT infrastructure. Below, we outline four key achievements that stand as milestones in our journey toward technological excellence and business growth.

Annual Achievements of the Information Technology Department

Development of an Electronic Supplier Management and Evaluation System (E-Procurement)

A comprehensive digital system was developed to manage supplier records and evaluate their performance efficiently and transparently. This initiative enhances procurement operations and ensures optimal supplier selection. The electronic tendering module is expected to go live by the end of the year, marking a major step forward in digital transformation.

Update of the Business Continuity and Emergency Response Plan, and Infrastructure Alignment

The department successfully revised the business continuity plan to reflect operational changes and completed the necessary infrastructure upgrades to ensure full alignment. This ensures system resilience and operational readiness in times of crisis, safeguarding business continuity.

Initiation of a Project Management System (PMS) in Collaboration with the Real Estate Development Department

Work began on developing a robust PMS platform that includes task management, correspondence tracking, project oversight, agenda follow-up, and contract administration. This system will streamline project workflows, improve interdepartmental coordination, and enhance transparency across real estate initiatives.

Completion of the Asset and Supporting Document Management System Implementation

A digital solution was deployed to manage physical assets and their associated documentation. This system enables accurate tracking, secure storage, and efficient retrieval of asset-related information, contributing to better resource management and operational control.

Update of IT Policies and Procedures in Line with the New Organizational Structure

IT policies and procedures were thoroughly reviewed and updated to align with the company's new organizational framework and reflect changes in systems and applications over the past two years. This ensures clarity in roles, compliance with governance standards, and improved operational efficiency.

Deployment of Interactive Smart Displays in Meeting Rooms

Smart interactive displays were installed in meeting rooms across the main corporate meeting rooms. These displays support video and audio conferencing and feature smart whiteboard capabilities, enabling text recognition and automatic meeting minute generation—greatly enhancing collaboration and productivity.

ACTIVELY MANAGING RISK

Barwa is committed to effective risk management in pursuit of our business objectives, with the ultimate aim of growing value sustainably for all stakeholders, by embedding risk management into key decision-making processes and day-to-day activities.

Our Risk Management Process

Risk management is inextricably linked to our strategy and is an essential element of sound corporate governance, as well as a key enabler to derive benefit from opportunities. We understand the risks associated with our business, and we manage them proactively and effectively, within our Company risk appetite and tolerance levels and as guided by our Risk Management Framework, to optimize business returns. Our Group top risks are identified with due consideration of both our external and internal operating context, which is everchanging. This year, there was also an increased focus on crisis management and business continuity.

Our Top Risks Profile

The four aspects which reflect key business imperatives are anchors for our Company's top risks as they could have a material impact on our strategy:

	<p>business sustainability and earnings growth</p> <ul style="list-style-type: none"> • Creating a safe and caring environment anchored in “zero harm” where safety performance is top-of-mind. • Short-to-medium term execution of strategy anchored in our ability to remain profitable, and deliver on earnings growth which exceeds cost of capital.
	<p>long-term business viability</p> <ul style="list-style-type: none"> • Long-term sustainability, delivery on long-term strategy and opportunity management. • Ensuring a balanced approach between growth and returning value to shareholders.
	<p>Employee Value Proposition</p> <ul style="list-style-type: none"> • Ability to attract new talent, retain and develop talent, have engaged and high-performing talent, and be acknowledged as employer of choice. • Transformation and global diversity management.
	<p>stakeholder impact</p> <ul style="list-style-type: none"> • Being a credible stakeholder partner, which implies a company with: • Good reputation performance; and • Ability to effectively manage stakeholder relations.

Our risk management process is iterative and applied in a dynamic operating context

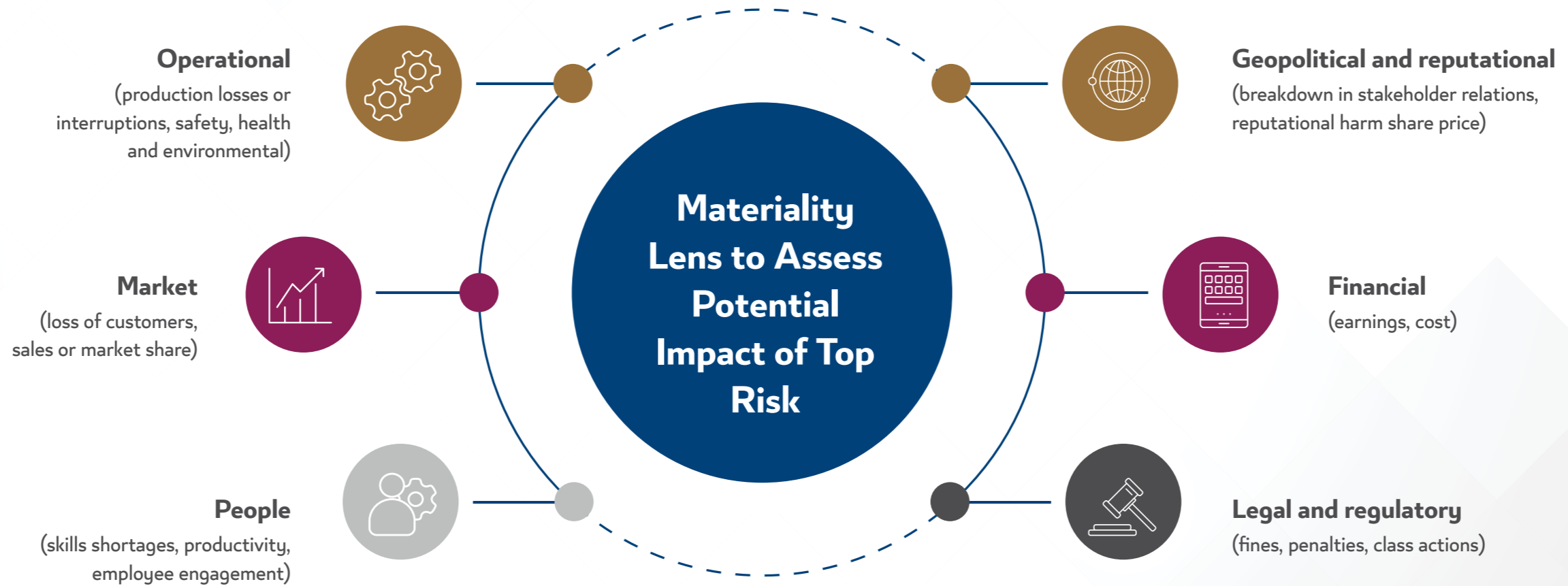


ACTIVELY MANAGING RISK

CONTD...

Application of materiality lens to assess the potential impact of our top risks

We express our Company's top risks as either key undesirable events or opportunities and apply a materiality lens to assess the potential impact should the risks occur. We consider both quantitative and qualitative impacts.



OUR PEOPLE: BRINGING BARWA'S VISION AND VALUES TO LIFE

We know it's our people who make Barwa successful. Their talent, commitment to customers, and pride in Barwa are crucial to our long-term growth.

At Barwa, we are committed to driving a sustainable business that is both commercially successful and socially and environmentally responsible. This approach includes providing our employees with a safe and healthy working environment and having an organizational culture that promotes diversity, inclusivity, personal development and respect.

Our Culture

We strongly believe that our people are our partners and the key to the success of our business. We respect and value the individuality and diversity that every employee brings to the Company. Over the years, we have built a team that mirrors the diversity of our customers, clients and communities. We are proud to say that 31% of our workforce is women, and Qatari nationals make up around 51% of our workforce. We recognize that progress and consistency work hand in hand, and that we are on a continuous journey towards creating an environment that is conducive to mutual respect, transparency and teamwork.

Investing in Our Human Capital

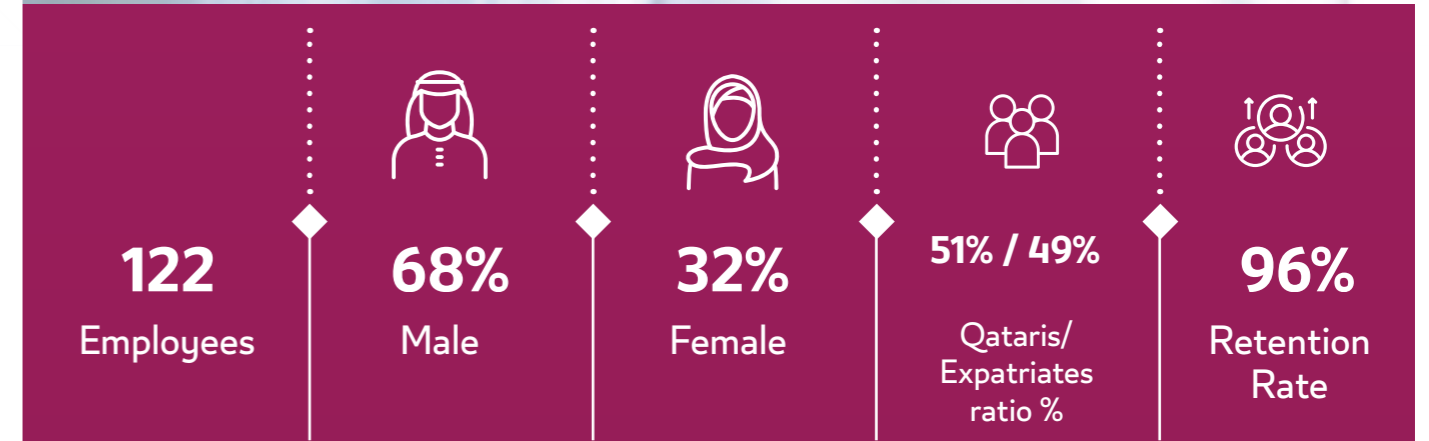
Our Company benefits from having employees with a diverse range of educational and professional backgrounds, combined with a shared passion for significantly contributing to the business. We encourage our team to be productive and innovative in generating new ideas and sharpening their decision-making skills. We continuously encourage our teams to attain greater excellence by enhancing their creativity and problem-solving skills through a variety of development and training programmes, for both soft skills and technical training.

Building a more Inclusive Workforce

Our organization is actively contributing towards the defined goals of the stated Qatar National Vision 2030, which aims to develop a competent Qatari workforce through education and training. We recognize that the success of such strategies relies upon individual ownership, the mobilization of resources, and the support of employees and managers. Through our initiatives, we have been able to increase our focus on the nationalisation of key positions through performance-based learning and development. As of today, not only have we achieved Qatarization for 51% of our total head count, but most of our senior management positions are occupied by Qatari nationals.

A People First Company

In seeking to always 'do the right thing', when determining our global principles, we have been mindful of international standards and benchmarks, including those set out by the Civil Defence Department in Qatar. We place the foremost priority on the health and safety of our employees by promoting regular well-being awareness campaigns and providing a safe and ergonomic office environment.



OUR ACHIEVEMENTS

Retained the Qatarization rate of approximately 50%.	Training and Development of selected Qatari Nationals.	Promotion of employees to higher positions instead of recruiting from outside, and recruited fresh Qatari national	graduates to help them progress in their chosen careers.
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OUR COMMITMENT TO COMMUNITY

Barwa Real Estate Group is deeply committed to its social responsibilities, striving to promote community development across all its operations and adopting sound environmental policies.

The Group's comprehensive projects, which reflect a strong focus on social dimensions and sustainability concepts, have garnered widespread community recognition. Guided by its architectural philosophy, Barwa builds cities and real estate communities that go beyond traditional property development, offering solutions that enhance quality of life and ensure dignified living. These solutions cater to diverse societal needs, including families and workers, at competitive prices. This approach aligns with the Group's strategy of creating more inclusive community environments by integrating investments across residential, commercial, logistical, and educational projects, embodying the true essence of sustainable cities.

Safety and Security in Projects

Barwa Real Estate ensures the highest standards of safety and security across all its projects, adhering to national regulations in collaboration with the Civil Defense Department at the Ministry of Interior. The Group provides trained security personnel and round-the-clock CCTV surveillance for its tenants and residents. Additionally, all projects are equipped with fire prevention systems to mitigate fire-related incidents. These systems are implemented across all Barwa subsidiaries. The Group also conducts routine evacuation drills in coordination with Civil Defense for its towers and projects, ensuring the effectiveness of safety procedures and safeguarding employees and residents.

Environmental Responsibility

Barwa Real Estate Group is dedicated

to protecting and preserving the environment, a commitment reflected in the development of its projects. This was notably evident in the "Madinatna" and "Argentine Neighborhood" projects, which were equipped with advanced technologies to optimize water and electricity usage. Recycled water is used for irrigating green spaces, contributing to environmental conservation efforts. Furthermore, state-of-the-art smart technologies were employed in communication and IT systems to ensure optimal energy consumption, simultaneously promoting the concept of smart cities. These measures guarantee that project beneficiaries enjoy sustainable residential environments designed to the highest standards and specifications, enhancing the Group's role in fostering a more sustainable society in line with the pillars of Qatar National Vision 2030.

As part of its environmental conservation initiatives, Barwa Real Estate collaborated with the Ministry of Municipality to plant and landscape its projects.

Support for Local Manufacturing

Barwa Real Estate Group exemplifies its commitment to supporting the private sector through its projects by promoting local manufacturing. A significant amount of construction and finishing materials used in its projects are locally produced in Qatar and meet international standards, aiming to support domestic products. Additionally, the Group contracts with national companies for the construction of its two projects, enriching the investment mindset of private sector companies in building sustainable cities.

Community Initiatives

Barwa Real Estate consistently contributes to the development of affordable, high-quality housing solutions that meet the needs and aspirations of beneficiaries, through initiatives such as Barwa Village, Masaken Mesaimmer, and Masaken Al Saliya.

The Group also continues to organize blood donation campaigns in cooperation with Hamad Medical Corporation at Barwa Tower in Al-Sadd and its other projects, aiming to support the blood bank with necessary resources.

Furthermore, Barwa Real Estate donated QAR 100,000 to the Qatar Red Crescent Society for the "Warm Winter" campaign, assisting people in Arab countries with winter necessities. In collaboration with Qatar Charity, Barwa has distributed electronic touch donation devices across its facilities and created a special link for its employees to support donations for those in need. These contributions reflect the Group's humanitarian responsibility, in line with Qatar's supportive stance toward the Arab people, aiding victims of wars in Palestine, Lebanon, and Sudan, especially the injured, orphans, widows, children, the elderly, and pregnant women.

Supporting National Expertise

As part of its efforts to develop sustainable cities that meet the needs of all segments of society and improve quality of life, Barwa Real Estate is dedicated to supporting Qatari expertise. The Group collaborates with national companies that have proven competence and experience in the fields of engineering construction and

real estate development.

Supporting Education and University Students

Barwa Real Estate continues its training, professional, and field programs for students from the College of Engineering at Qatar University, organized regularly under an agreement between the Group and the university.

Leveraging its growing expertise in the real estate market, Barwa recognizes the importance of utilizing this knowledge to support education. The Group has strengthened its collaboration with Qatar University to exchange knowledge, scientific research, and training across various fields. In 2024, Barwa offered a two-month professional and field training program for engineering students from Qatar University, marking the fourth program with the university's engineering college. The Barwa real estate development team delivered a comprehensive program that included fieldwork, discussions, and in-depth studies.

During the program, the engineering team at Barwa introduced students to the Group's projects and its investment and development strategies, combining practical experience with in-depth discussions and fieldwork.

Supporting National Events and Major Occasions

Barwa Real Estate is steadfast in its support for prestigious national and international events in Qatar, embracing

a vision that celebrates national identity and highlights solidarity and pride in Qatari heritage. Notably, Barwa's active participation in Qatar's Sports Day showcased its organizational expertise, where it held sports activities for its employees at the "Madinatna" project, reflecting teamwork and energy.

With a deep sense of responsibility towards workers, Barwa Real Estate, through its subsidiary Waseef, organizes various events in workers' housing projects on multiple occasions, driven by values of gratitude and pride. In addition, events are organized during Eid al-Fitr and Eid al-Adha in residential projects for both families and workers.

On International Workers' Day, Barwa Real Estate, in collaboration with the Ras Laffan Social Development Program and the Ministry of Interior, organized recreational activities for workers at the Al Khor Sports Facilities to celebrate them and highlight their effective role in society. On World Mental Health Day, awareness activities on mental health were organized in collaboration with Bedar.

In its role as a leader, Barwa Real Estate supported the second Qatar Real Estate Forum at the Doha Exhibition and Convention Center by sponsoring it as a Platinum Partner with 350,000 Qatari Riyals, contributing to the development of the real estate sector and aligning with Qatar's National Vision for economic development. Barwa also participated in Cityscape Qatar 2024, showcasing the "Barwa Hills" project, drawing attention to its landmark architectural masterpieces. Supporting the state's efforts to enhance

the role of the elderly and those of high standing in society, Barwa Real Estate, on International Day for Older Persons, collaborated with Al Rayyan Municipality, the Primary Health Care Corporation, and Waseef to organize special events for the elderly at Umm Al Seneem Park.

In appreciation of its employees, Barwa entered into a partnership with Vodafone to offer special deals for its employees at its headquarters in the Al Sadd area. It also signed contracts with both Al Maha Insurance and Qatari Insurance to provide special discounts for Barwa employees.

Additionally, Barwa Real Estate, in collaboration with Waseef, organized sports events for its employees and the residents of the "Madinatna" project during Ramadan by holding the first edition of the paddle championship at the "Madinatna" project courts. 24 teams consisting of 48 players competed over several days for the championship title.

Moreover, Barwa Real Estate employees, Waseef, and Qatar Project Management Company participated in the Ramadan Paddle Championship, competing over three days at the paddle courts in the "Madinatna" project. The football championship also featured intense matches between the group's employees and its subsidiaries, aiming to promote employee participation in the tournaments held across the group's projects.

As part of its community service initiatives, Barwa Real Estate allocates a portion of its residential units in the Masaken Mesaimmer and Masaken Al Siliya projects to the Ministry of Social Affairs and DREMA to house those in need.









السيد / مصر عواد مدير الجلسة الحوارية Mr. Moamar Awad Session Moderator	السيد/ عبدالرحمن الهذلي رئيس مجلس الإدارة لشركة أساس مكيين للتطوير والاستثمار العقاري Mr. Abdulrahman Al-Hudlaq – Chairman of the Board of Directors, Asas Makeen Real Estate Development Company	السيد/ عايض بن فرحان القحطاني رئيس مجلس ادارة شركة سمو العقارية Mr. Ayedh Bin Farhan Al-Qahtani – Chairman of the Board of Sumou Real Estate	المهندس / أحمد محمد الطيب الرئيس التنفيذي لمجموعة بروة العقارية Eng. Ahmad Mohamed Al-Tayeb - Group CEO of Barwa Real Estate Company	الشيخ / جاسم بن جبر آل ثاني الرئيس التنفيذي لشركة إس كي بروبرتيز Sheikh Jassim bin Jaber Al Thani - CEO of SK Properties	الشيخ / ناصر بن عبدالرحمن آل ثاني - رئيس مجلس الإدارة والعضو المنكب لتطوير المشاريع Sheikh Nasser bin Abdulrahman Al-Thani - Chairman & Managing Director of Qetaifan Projects











QATAR REAL ESTATE INVESTMENTS

Barwa Al Sadd Commercial Complex

The commercial towers project consists of three modern office towers with a distinctive architectural design. Two towers rise to 21 floors each, while the third tower comprises 18 floors, offering contemporary workspace solutions that meet the needs of major companies and entrepreneurs.

The towers are connected through an integrated three-level podium that includes vibrant retail spaces and a dedicated office level, creating a dynamic business environment that combines professionalism with easy access to services. The project is further supported by a multi-storey parking facility with a capacity of 1,702 vehicles, in addition to integrated service and leisure facilities, delivering a comprehensive business experience in a strategic location.



Barwa Al Sadd Residential Complex

The residential component of the project features three modern residential buildings with a height of (G+10), comprising a total of 261 apartments thoughtfully designed to meet the needs of modern families. The units include 129 two-bedroom apartments and 132 three-bedroom apartments.

These buildings provide a complete residential environment that combines privacy and comfort, while benefiting from the surrounding infrastructure and services within the development. This offers residents a balanced lifestyle that integrates living, working, and leisure within one fully integrated destination.



Al Sadd Millennium Plaza Hotel

The Hotel Tower – Millennium Plaza represents a luxurious five-star hospitality destination, comprising 232 rooms and suites within an elegant architectural design. The hotel is directly connected to the surrounding commercial and service facilities, providing guests with an exceptional stay that combines luxury with convenient access to shopping, business, and entertainment options. It is an ideal choice for business travelers and visitors seeking a refined stay in the heart of a vibrant district.



Asas Twin Towers - West Bay

Located in a prime setting on Embassies Street in West Bay, these sea-facing residential towers offer an upscale living experience that blends luxury with a strategic location. The towers comprise 320 fully furnished apartments, featuring a variety of layouts ranging from two to five bedrooms, supported by integrated services including centralized cooling, complimentary internet service, housekeeping services, a gym, a business center, a swimming pool, and a spa.

With their vibrant location and direct sea views, the towers represent an attractive residential and investment option in the heart of Doha.



Barwa Royale (Lusail)

Location: Heart of Lusail

No. Units: 44 Unit

Barwa Royale offers a modern residential community that perfectly blends comfort with luxury. The project features 26 one-bedroom units and 18 two-bedroom units spread across five (5) floors, along with a swimming pool and an indoor gym on the penthouse level, as well as spacious basement parking—making it an ideal choice for contemporary living in Lusail.



Barwa Hills (I + II) Lusail

Barwa Hills is a residential and mixed-use community located in the heart of Lusail City, reflecting a contemporary lifestyle within an integrated environment in one of Qatar's fastest growing and most attractive areas. The project spans a substantial development area and comprises 2,000 residential units arranged within a well-planned urban layout that ensures operational efficiency and sustainable returns.

The first phase of the project includes 138 residential units distributed across two modern buildings that form a prominent architectural landmark within a major master development. The project offers a selected range of premium amenities, including a fitness center, swimming pool, landscaped gardens, and pedestrian-friendly walkways.

With its strategic location, integrated urban planning, and high-quality design, Barwa Hills represents an attractive investment opportunity, offering stable returns and long-term growth potential in Lusail's dynamic real estate market.



Dara (Lusail)

Dara A – A smart living, smart investment in Lusail

Dara A is a modern residential development in Lusail City, offering a balanced lifestyle and a promising investment opportunity. Spanning 16,415 sqm, the project comprises 4 mid-rise buildings with 271 thoughtfully designed apartments, supported by dedicated parking facilities and advanced security systems.

Designed around a walkable community concept, Dara A allows residents to enjoy daily amenities within easy reach, reducing reliance on cars. The project benefits from excellent connectivity through Lusail's public train and light rail network, enhancing accessibility and long-term value.

With its prime location near Crescent Park, green spaces, leisure facilities, and eligibility for freehold ownership and permanent residency, Dara A represents a compelling choice for both residents and investors seeking sustainable returns in one of Qatar's fastest-growing cities.



Alaqaria Tower – Heart of Doha

Location: Old Salata

Built-Up Area: 12,576 sqm

The Tower is considered an ideal choice for companies and commercial activities seeking a modern and integrated work environment. It consists of a 2B floor +G floor + M floor + 14 upper floors with a contemporary design that offers 37 diverse and fully equipped office units, providing high flexibility for leasing to meet various needs. Furthermore, the building features five retail units tailored to everyday business needs, establishing it as a premier destination that seamlessly blends comfort and professionalism in one unified workspace.



Madinatna Residential City

Location: Al Wakra

Land Area: 1,149,169 sq. meters

A modern residential project featuring 6,780 housing units with designs that cater to family needs. The development includes a hypermarket, retail shops, kindergartens, a sports club, and mosques.

The project represents a fully integrated community combining comfort, diverse amenities, and a contemporary lifestyle.



Argentine Neighborhood City

The Argentine Neighborhood is an integrated workers' accommodation project located in Al Wakra, designed to provide a high-quality living environment with a capacity of up to 67,392 workers. The project spans an area of 773,457 square meters and comprises 1,404 residential units with a total of 16,848 rooms, supported by a comprehensive range of facilities, services, and modern infrastructure.

With its design inspired by traditional Qatari architecture and high operational efficiency, the project represents a stable and sustainable investment opportunity in Qatar's workers' housing sector.



Qatar Schools – Package 1 - 8 Schools

Qatar's Public-Private Partnership Schools – Package 1 is the first project of its kind in the State of Qatar.

Eight (8) schools have been developed and are operational across the country, each comprising 30 classrooms and specialized facilities to meet the needs of students with special needs.

The schools also include comprehensive educational resources such as science and language laboratories, IT facilities, multiple halls, libraries, art facilities, and outdoor amenities including sports fields, car and bus parking, and other essential supporting facilities.



Madinatna School

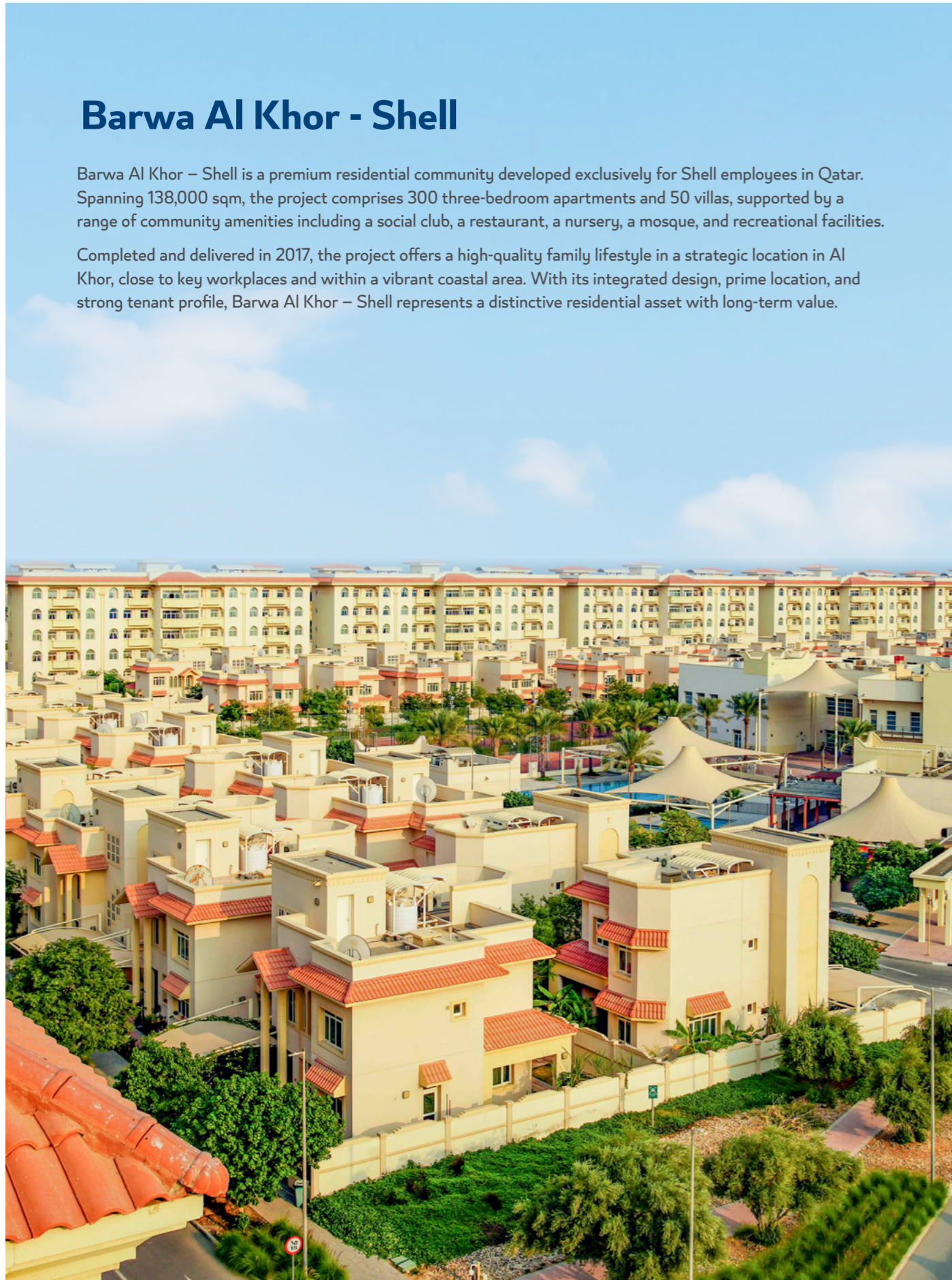
Madinatna School, set on a 30,113-square-meter site in Al Wakra, is being developed as a state-of-the-art educational campus designed to accommodate approximately 2,400 students over the next two years. The school aims to meet the aspirations of Madinatna residents and surrounding communities by providing high-quality education in a nurturing and innovative academic environment. An accredited operator will ensure a comprehensive, top-tier learning experience that sets new standards in education.



Barwa Al Khor - Shell

Barwa Al Khor – Shell is a premium residential community developed exclusively for Shell employees in Qatar. Spanning 138,000 sqm, the project comprises 300 three-bedroom apartments and 50 villas, supported by a range of community amenities including a social club, a restaurant, a nursery, a mosque, and recreational facilities.

Completed and delivered in 2017, the project offers a high-quality family lifestyle in a strategic location in Al Khor, close to key workplaces and within a vibrant coastal area. With its integrated design, prime location, and strong tenant profile, Barwa Al Khor – Shell represents a distinctive residential asset with long-term value.

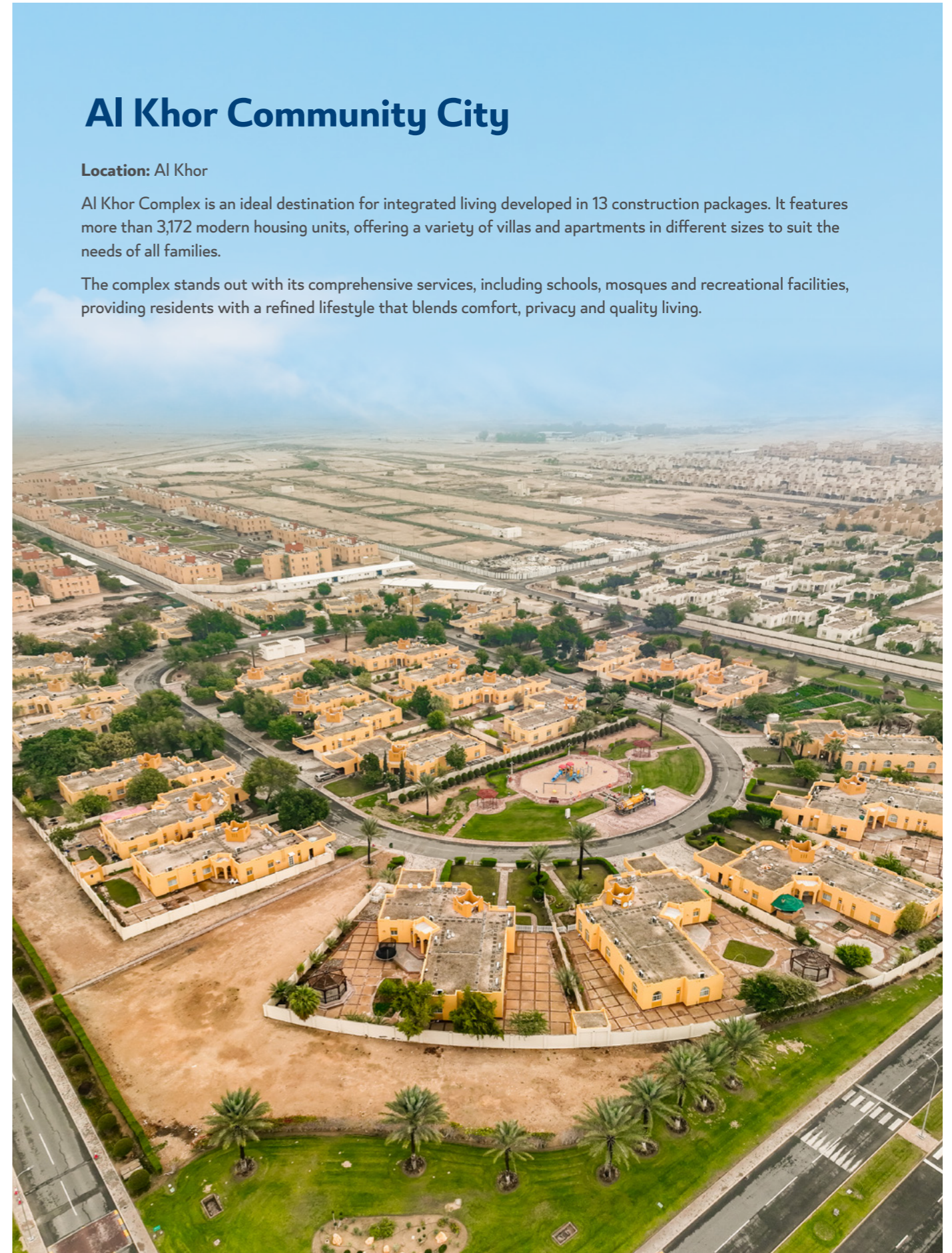


Al Khor Community City

Location: Al Khor

Al Khor Complex is an ideal destination for integrated living developed in 13 construction packages. It features more than 3,172 modern housing units, offering a variety of villas and apartments in different sizes to suit the needs of all families.

The complex stands out with its comprehensive services, including schools, mosques and recreational facilities, providing residents with a refined lifestyle that blends comfort, privacy and quality living.



Madinat Mawater City

Madinat Mawater is a fully integrated and specialized destination for used car services in the State of Qatar, including sales, purchases, maintenance, and supporting services. The city enjoys a strategic location in Rawdat Rashid, near the Salwa Road intersection, and spans a land area of approximately 1.15 million square meters.

The development offers a diverse mix of uses, including used car showrooms, residential units, offices, workshops, and retail outlets, supported by essential facilities such as the Traffic Department, banks, insurance companies, a petrol station, and a vehicle inspection center, creating a comprehensive and attractive business environment for investment.

The project is one of Barwa Real Estate's developments and is being developed and operated in phases under a BOT model for a 30-year period, ensuring operational sustainability and maximizing investment returns. The project has been implemented across three consecutive phases completed in 2025, adding significant operational capacity with more than 230 used car showrooms, along with integrated commercial and service facilities.

Madinat Mawater continues to present future expansion opportunities, with additional automotive-related services currently under study, further strengthening its position as a leading and sustainable destination within this vital sector.



Barwa Village Commercial & Residential Complex

Barwa Village is one of Barwa's flagship integrated developments in Al Wakra, reflecting the company's vision for creating sustainable urban communities outside Doha City that combine quality living, service integration, and stable investment returns.

The project spans a total land area of approximately 411,000 square meters (including the expansion), with a total built-up area of around 220,500 square meters. It comprises 18 low-rise residential and commercial complexes, in addition to a later expansion building, bringing the total to 635 residential units of various types, including studios, one-bedroom, and two-bedroom apartments.

The development also offers 989 commercial units, including retail outlets and a hypermarket, enhancing commercial activity and service integration.

Barwa Village features a comprehensive range of facilities and amenities, including a health club, an international school, a nursery, a medical clinic, a shopping center, a local market, a mosque, restaurants, extensive parking facilities, and landscaped green spaces, supporting high occupancy levels and operational sustainability.

The main project was completed in 2010 and quickly achieved strong occupancy rates. A strategic expansion launched in 2018 further enhanced capacity and long-term investment value, solidifying Barwa Village's position as one of the most integrated and sought-after residential and commercial destinations in Al Wakra, and a stable investment asset within Barwa's portfolio.



Barwa Al Baraha Labor City

Project location: Industrial Area

Land area: 1.8 m Sqm

Fits: 50,000 laborers and technicians approximately

Project facilities; 64 buildings together with restaurants & retail shops

This phase has been fully completed and currently operational under Barwa's subsidiary "Waseef" Facility Management Company



Mukaynis Residential City

Mukaynis Residential Compound is an integrated workers' accommodation project located on Salwa Road, developed over an area of approximately 995,000 square meters. The project comprises 3,170 residential units with a total accommodation capacity exceeding 101,000 workers, supported by comprehensive commercial facilities and fully integrated infrastructure.

The compound features high operational efficiency and a privacy-focused, sustainable design, making it a stable, long-term investment opportunity in Qatar's workers' housing sector.



Masaken Al Sailiya City

Masaken Al Sailiya is one of Barwa Real Estate's integrated residential communities in west Doha, offering affordable housing solutions that combine quality living, integrated services, and ease of accessibility. The project comprises 992 residential apartments within a gated community, ensuring privacy and security, and is supported by landscaped green spaces and comprehensive lifestyle and leisure facilities, including health clubs, swimming pools, children's play areas, retail outlets, and a supermarket.

Thanks to its strategic location and direct connectivity to major road networks, Masaken Al Sailiya represents a practical residential choice and an attractive investment opportunity in one of the most in-demand areas of west Doha.



Masaken Mesameer City

Masaken Mesameer is one of Barwa Real Estate's distinguished residential communities in southern Doha, offering affordable housing solutions with carefully planned pricing that combine quality living with solid investment value.

The project comprises 992 residential apartments, featuring two- and three-bedroom units within a gated community that ensures privacy and security. It is complemented by green spaces and integrated service and recreational facilities, creating a balanced and comfortable living environment.

Strategically located with easy access to various areas of Doha via major road networks, Masaken Mesameer represents a practical residential choice and an attractive investment opportunity in one of the most in-demand areas of southern Doha.



Barwa Al Baraha Warehouses & Workshops

Al Baraha Workshops & Warehouses is a strategically located industrial development forming an extension of the Barwa Al Baraha project in Wadi Aba Saleel. Spanning a vast land area of 1,866,345 sqm, the project offers a well-planned mix of 561 warehouses and 118 workshops, with a total built-up area of 191,486.61 sqm.

Completed in September 2019, the project is fully operational, with leasing activities actively underway. Its scale, functionality, and prime location make Al Baraha an attractive industrial and investment destination, supporting stable returns and sustained demand.

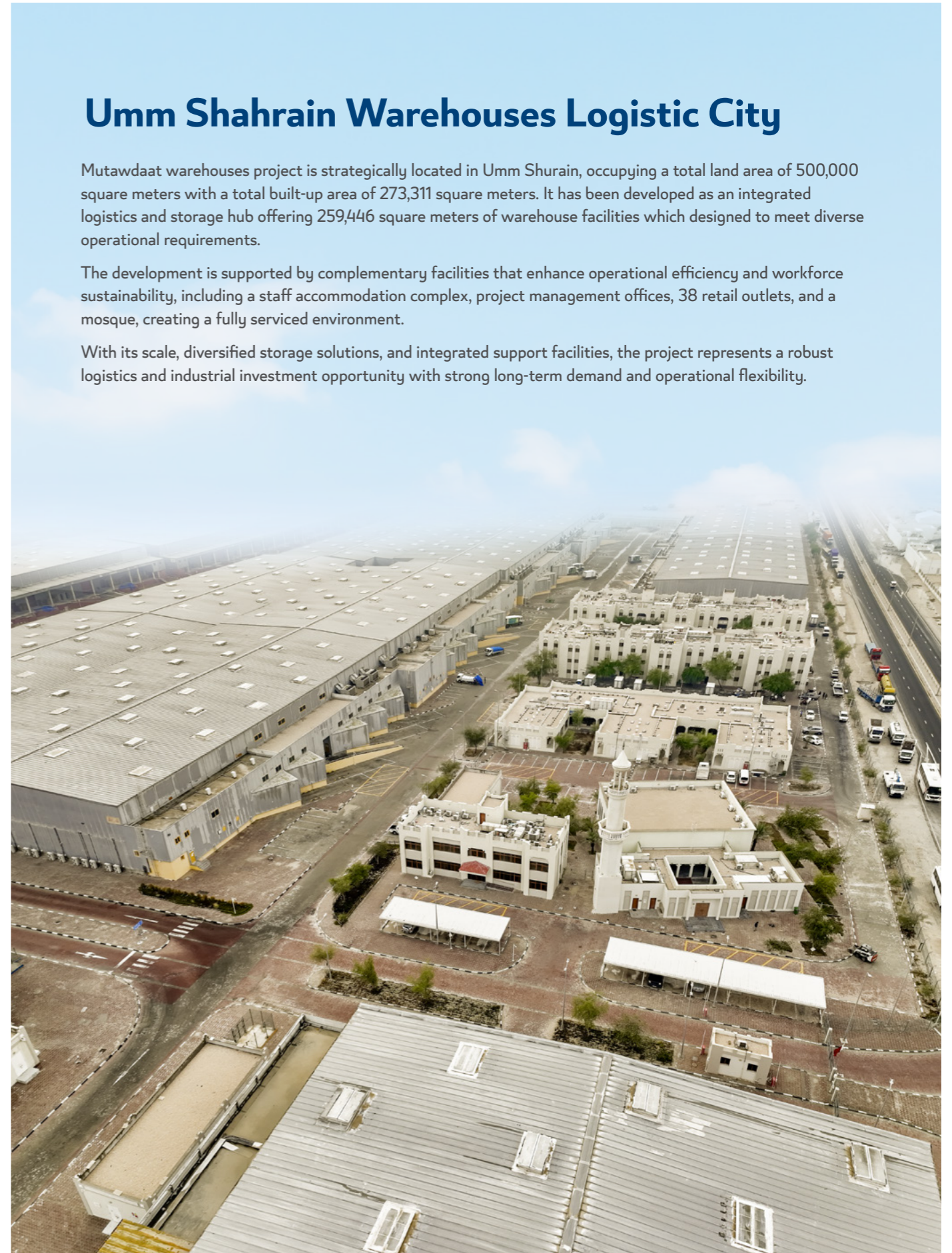


Umm Shahrain Warehouses Logistic City

Mutawdaat warehouses project is strategically located in Umm Shurain, occupying a total land area of 500,000 square meters with a total built-up area of 273,311 square meters. It has been developed as an integrated logistics and storage hub offering 259,446 square meters of warehouse facilities which designed to meet diverse operational requirements.

The development is supported by complementary facilities that enhance operational efficiency and workforce sustainability, including a staff accommodation complex, project management offices, 38 retail outlets, and a mosque, creating a fully serviced environment.

With its scale, diversified storage solutions, and integrated support facilities, the project represents a robust logistics and industrial investment opportunity with strong long-term demand and operational flexibility.



Ras Laffan Accommodation complex

The Ras Laffan Residential Project, located adjacent to Ras Laffan Industrial City (RLIC), is an integrated operational housing development designed to support companies operating within Qatar's key industrial hub. Developed on a total area of approximately 122,428 sqm, the project offers a safe, efficient, and well-managed residential environment that enhances workforce stability and operational continuity.

The development comprises 560 labor category rooms and 128 staff category rooms, with flexible occupancy configurations tailored to client needs, providing a total capacity of approximately 2,944 beds. Residents benefit from a comprehensive range of on-site amenities, including recreational facilities, retail outlets, a mosque, catering and laundry services, first aid facilities, and 24/7 security and maintenance.

With its strategic location, integrated services, and operational flexibility, the project represents a reliable housing solution and a stable investment opportunity within one of Qatar's most critical industrial zones.



Alkhor Villas

The project is located in Al Khor and spans a land area of 3,863 square meters. It features 8 independent residential villas strategically situated near Al Bayt Stadium, the Souq, and Ansar Gallery.

Each villa is thoughtfully designed to provide maximum comfort, offering 5 spacious bedrooms, semi-furnished, and equipped with a private elevator, making it the ideal choice for families seeking modern living close to the city's key landmarks.



Alkhor Residential Recreation Complex

Project Location: Al Khor

Land Area: 245,507 sqm

The project is an integrated workers' residential complex comprising 216 one-bedroom apartments and 300 two-bedroom apartments. It features a wide range of supporting amenities including a hypermarket, a multipurpose hall, a mosque, retail outlets, outdoor cinemas, and a central plaza.

The development is further enhanced by comprehensive sports facilities, including cricket, football, volleyball, basketball, kabaddi, and tennis courts, creating a well-balanced living environment that supports comfort, recreation, and community life.



Alaqaria Gardens

Location: Dukhan

Land Area: 16,982 sqm

The project is located behind Souq Dukhan and offers a peaceful residential community with 48 elegant apartments featuring modern designs, spacious layouts, and dedicated parking spaces. The complex provides comprehensive services including 24/7 security, full maintenance, and cleaning of common areas, along with beautiful landscapes and central courtyard that ensures natural light and a comfortable living experience in every home.



Zekreet Village

Location: Zekreet

Land Area: 8,250 sqm

Zekreet Labor Village is a fully integrated residential project carefully designed to provide a safe, healthy, and comfortable living environment for workers and junior staff. All rooms are made of steel structures for the main frame and fiberglass-insulated panels for the walls and roof which fire-resistant, and equipped with advanced protection systems connected to a central fire alarm system to ensure the highest levels of safety. The project includes 48 staff rooms and 200 workers' rooms, with a total capacity of 896 beds.



Zekreet Plaza

Zekreet Plaza is a conveniently located commercial hub in Dukhan, near the Qatar Petroleum Residential Complex, developed to serve the daily needs of the surrounding community. The project offers a diverse mix of retail, office, and service-oriented facilities within a well-planned and easily accessible environment.

Spanning a total land area of 6,692 sqm, Zekreet Plaza comprises 36 retail outlets and 31 apartments and studios, hosting a range of services including restaurants, supermarkets, retail shops with its strategic location and integrated commercial offering,

The project offers an upscale family lifestyle that combines comfort, quality housing, and proximity to workplaces, within a modern environment that meets the highest standards of living and luxury.



Souq Mesaieed

Souq Mesaieed is an integrated commercial destination located at the heart of Mesaieed Industrial City, distinguished by its strategic position along the main road, ensuring high visibility and easy accessibility. The souq features a diverse mix of 108 retail shops, 70 office units, and 138 residential flats, supported by comprehensive facilities and ample parking areas. This makes it an ideal business hub and a stable investment opportunity in one of Qatar's most important industrial zones.



Souq Dukhan

Souq Dukhan is a modern commercial complex strategically located in Dukhan City, along the service road parallel to the Dukhan–Doha Highway, offering excellent accessibility and strong commercial appeal. The project comprises retail and office units supported by a variety of services and amenities that cater to both businesses and the community.

Thanks to its prime location and mixed-use configuration, Souq Dukhan represents a promising investment opportunity with stable returns, supported by an active business environment and growing local demand.



Mesaieed Village Accommodation

Located in the heart of Mesaieed Industrial City, this residential development spans a land area of 177,934.46 sqm and is designed to provide a comfortable and well-serviced living environment.

The project comprises three residential villages offering a total of 1,966 rooms, supported by a comprehensive range of services including catering, laundry, 24/7 security, cleaning of common areas, and maintenance, as well as recreational facilities.

With its strategic location and integrated services, the project represents a practical residential solution and a stable investment opportunity within one of Qatar's key industrial hubs.



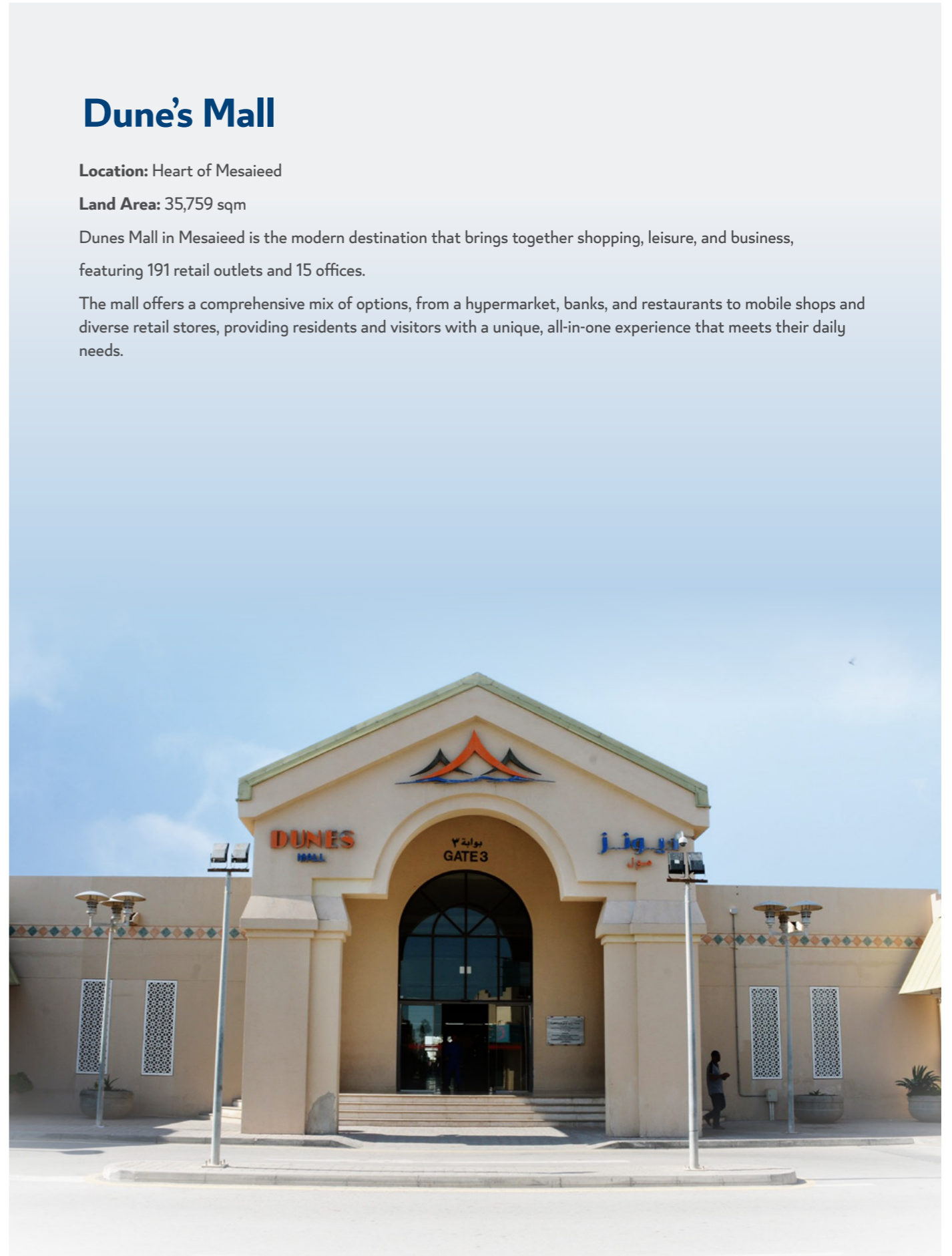
Dune's Mall

Location: Heart of Mesaieed

Land Area: 35,759 sqm

Dunes Mall in Mesaieed is the modern destination that brings together shopping, leisure, and business, featuring 191 retail outlets and 15 offices.

The mall offers a comprehensive mix of options, from a hypermarket, banks, and restaurants to mobile shops and diverse retail stores, providing residents and visitors with a unique, all-in-one experience that meets their daily needs.



QATAR REAL ESTATE INVESTMENTS

MIXED USE & COMMERCIAL

 London

CAVENDISH PROPERTY

Boasting a sought-after location overlooking Cavendish Square, this building dates back to the forties of the 18th century. It extends over 11,156 square feet equivalent to six floors of premium serviced office space.



LAND BANK

 Cyprus

LARNACA LAND

The land plot of 54,670 square meters is located in Larnaca Bay, southern Cyprus in the heart of the island's touristic quarter near the city of Larnaca.

 Morocco

FEZ PROJECT

The project consists of 3 traditional Arabic houses built in the Moroccan style from the 19th century. Extending over a land plot of 3,300 square meters.



INDEPENDENT SUBSIDIARIES

Waseef

Waseef, a subsidiary of Barwa Real Estate, is one of the largest fully integrated, Property and Facility Management services companies in Qatar, that offers a “one-stop-shop” and full-service solution to its clients.

Waseef, a subsidiary of Barwa Real Estate, is one of the largest fully integrated Property and Facility Management services companies in Qatar.

Waseef provides services related to property management and facility management operations to Barwa's real estate projects, which include Masaken Mesaimeer, Masaken Al-Sailiya, Barwa Village, Barwa Al Sadd, Barwa Al Baraha Workers Accommodation, Barwa Al Khor-Shell Housing, Al-Khor Workers Sports Complex, Madinat Mawater Phases 1 & 2, Al-Baraha Workshops & Storages and Mukaynis Compound, Affordable Residential City.

In addition to its already massive portfolio, Waseef has been managing all 25 Al Aqaria real estate projects beginning Q1 2019. This includes eleven Al-Khor Housing Projects, four Workers Villages, three commercial centers in Mesaieed, three commercial markets and one Workers Accommodation in Dukhan, one Labor Village in Ras Laffan, Alaqaria Tower and Asas Twin Tower.

Waseef further extended its quality service offerings to external clients with prominent projects, such as The Commercial Avenue, Mesaimeer City, Manateq – Economic Zones, Hassad's three Central Markets (Umm Salal, Al Sailiyah and Wakrah), Al Erkyah City and Yasmeen City. Its recently completed projects were the 44 Al Furjan Markets, Museum of Islamic Arts and MIA Park.

Waseef secured its partnership with Qatar Free Zone Authority and will be providing its interim Facility Management Services at Ras Bufontas and Um Al Houf Free Zones since Q1 2020.

With in-house Call Center and specialty software for property management, accounting, procurement and facility management, its Customer Service teams are focused on serving client's needs in a thoroughly professional manner. Waseef is constantly implementing unified systems to stay on the forefront of technological advancement and to improve the lifestyle for our tenants continuously.

With the goal of serving not only Barwa but all of Qatar, Waseef is poised to be the most progressive leader in property and facility management in Qatar and the Middle East.



Qatar project management - QPM

QPM provides unrivaled real estate and infrastructure Project Management services that perpetuate world-class standards in the industry.

QPM, a subsidiary of the Barwa Real Estate Group, is a leading provider of world class project management services in the State of Qatar. Established in 2008, QPM successfully manages and delivers various large-scale projects for prestigious clients in Qatar and the region.

The company is well positioned and has extensive experience to provide services for a variety of construction Projects including but not limited to civil infrastructure, commercial, leisure, real estate, and residential projects within the growing global marketplace.

QPM's expertise is grounded in a full range of professional project management services that include project management, design management, construction management, Programme Management, Contracts & Claims Management amongst other offerings that are tailored to the client's exact requirements.

One of QPM's goals is to maintain a world-class standard of project management. This is achieved by investing in the latest Project Management technologies and employing a highly skilled and experienced team of professionals.

Since its establishment, QPM has achieved excellent growth in both domestic and regional arena's throughout the years. The Company is currently managing several iconic mega projects and has successfully delivered its integrated Project Management services for numerous developments from the initial concept phase through to commissioning and handover.



Barwa Cool

is the SUSTAINABLE SOLUTION for the Mesaimeer area providing most sustainable, energy-efficient, cost-effective cooling system to residential, commercial, and mixed-use developments across Mesaimeer City (BARWA City) and The Commercial Avenue. The main goal is to achieve customer satisfaction and plant optimization.

District cooling principle entails the production and circulation of chilled water to multiple buildings through a network of insulated underground pipes. Cooled water is pumped from the central plants through the pre-insulated underground pipes connected to the building connections, via ETS stations (Energy Transfer Station) and reduces consumption by up to 40- 50% compared to traditional cooling methods.

BARWA Cool network spreads across 36 KM and serves one million sqm of residential area and half a million square meter area commercial/ multi-purpose facilities through 123 ETS stations located at customer facilities.

As the plants are identical, both the plants are used in tandem for optimization. The plants are operated in full automation using SCADA system including the tariff metering.



INTERNATIONAL ASSOCIATE COMPANIES


Nuzul Holdings

 Bahrain

Nuzul Holdings is a joint stock company incorporated in Bahrain, and focused on owning and operating of serviced apartments. The company has currently invested in the 118-unit Somerset Al Fateh in Manama, Bahrain, and apartments in the Burj Al Jewar development in Mecca, Saudi Arabia.



Shaza Hotels Company

 Doha, Saudi Arabia, Oman, United Arab Emirates

Formed in partnership with Kempinski Hotels and Resorts, the company's core business comprises of management of contemporary and luxury hotels. As an operator, Shaza is uniquely positioned in that it exclusively operates dry five-star hotels under the brand name "Shaza Hotels" and dry four-star hotels under the brand name "Mysk". Shaza stands out amongst hotel brands as it is designed specifically with the preferences and characteristics of intraregional travelers in mind and celebrates the rich hospitality of the cultures along the Silk Route.



BOARD OF DIRECTORS



H.E. MR. ABDULLAH BIN HAMAD AL-ATTIYAH
CHAIRMAN

H.E. Mr. Abdullah Bin Hamad Al Attiyah was appointed as Minister of Municipality on 8 January 2024, H.E. Mr. Al Attiyah has an extensive and vast work experience in many sectors in the country, where he started his career with Qatar Petroleum as Operations Engineer until 2011 when he moved to Ras Gas as a Senior Project Engineer and progressed in 2012 to Onshore Development and Planning Manager.

In 2014, H.E. Mr. Al Attiyah moved on to undertake new assignment as Acting Programme Management Office Executive Director at the Supreme Committee for Delivery and Legacy. Followed by an assignment in 2015 as Director of the Technical Office at Public Works Authority “Ashghal” and progressed to Assistant President until 2018 when he was appointed as Vice Chairman of Qatar Primary Materials Company, before being appointed by the Board as acting CEO until early May 2018. During the same period, in January 2017, H.E. Mr. Al Attiyah was appointed as a Board Member of Qatari Diar Real Estate Investment Company, until July 2018 when he became the Company’s Chief Executive Officer.

H.E. Mr. Al Attiyah holds MSc in Chemical Engineering from the University of Nottingham, United Kingdom and a bachelor’s degree in mechanical engineering from Cardiff University, United Kingdom.



FAISAL ABDULWAHED AL HAMADI
DEPUTY CHAIRMAN

Mr. Faisal Al Hamadi is the CIO for Qatar Portfolio at the Qatar Investment Authority (QIA), responsible for managing all listed and unlisted investment located in Qatar across various sectors. Faisal joined QIA in 2006 and held several roles including head of Asset Management from 2008 to 2014.

In 2015, he served as an advisor in the Supreme Council of Economic affairs and Investments and in 2017 he became the CIO of the Pension Fund at the General Retirement and Social Insurance Authority (GRSIA). He holds various board membership including Hassad Food Company, where he serves as Chairman. Other current board memberships including Qatar Fuel Company, Qatar Gas Transportation Company (Nakilat) and the General Retirement & Social Insurance Authority (Qatar Pension Fund).

Mr. Al Hamadi held other board memberships including Vice Chairman of the board and Chairman of investment committee at the Qatar Electricity and Water Company. He also held board memberships at Masraf Al Rayan and Songbird Estates. He was also an Advisor to the Supreme Council for Economic Affairs and Investments.

Mr. Faisal Al Hamadi holds Master of Science of Finance from American University - USA, and a bachelor’s degree in Business Administration from Qatar University, He also obtained a certificate of Chartered Financial Analyst (CFA) – Designation earned in 2006.



ENG. AHMAD MOHAMED AL-TAYEB
CHIEF EXECUTIVE OFFICER
BOARD MEMBER

Eng. Ahmad Mohamed Al-Tayeb is currently the Group Chief Executive Officer of Barwa Real Estate Company, bringing over 20 years of experience in leading capital projects, commercial investments, company formation, and financial management.

He began his career in communications and operations management department with the Ministry of Interior’s Special Forces, where he served for seven years. He then transitioned to RasGas Company, contributing to several of its key projects over six years. Subsequently, he spent two years in the Strategic Projects Management Office at the Amiri Diwan, followed by another two years overseeing strategic projects for the Supreme Committee for Delivery & Legacy.

During his tenure at Qatari Diar, Eng. Al-Tayeb served as Chief of Investment, managing a \$35 billion portfolio spanning over 50 projects in more than 20 countries.

In addition to his executive roles, he is a chairman and a board member of various companies both domestically and internationally.

Eng. Al-Tayeb holds a master’s degree in electrical engineering from the University of Denver, Colorado, USA.

BOARD OF DIRECTORS



**H.E. MR. NASSER SULTAN
NASSER AL-HEMAIDI**

BOARD MEMBER

H.E. Mr. Nasser Al-Hemaidi is a member of several boards of directors of Qatari shareholding companies. He is a member of the Board of Directors of Qatar Fuel Company WOQOD since 2008 and also a member of the Board of Directors of Qatar National Cement Company. He also served as the Financial Director of the Qatar Olympic Committee as well as being a businessman involved in various business and economic activities. H.E. Mr. Nasser Al Hemaidi holds a Bachelor's Degree in Business Administration.



**DR. ABDULRAHMAN
MOHAMMED AL-KHAYARIN**

BOARD MEMBER

Dr. Abdulrahman Bin Muhammad Al-Khayarin held the position of CEO of Widam Food Company. He also previously worked in the field of real estate investment in Qatari Diar, and he is registered as a real estate expert in the Ministry of Justice. He is a member in the Board of Directors of Masraf Al Rayan. Dr. Al-Khayarin holds many university degrees, the last of which is a Ph.D. in Urban Planning from the University of Wales Trinity Saint David in the United Kingdom.



**MR. HAMAD DASHIN
AL-QAHTANI**

BOARD MEMBER

Mr. Hamad bin Dashin Al-Qahtani has held several positions at Qatar Development Bank, including General Manager of the Bedaya Center. Prior to that, he served as General Manager of the Qatar Business Incubation Center and led the establishment of various incubators and business accelerators, including those specializing in sports and finance. He also held the position of Head of Incubation and Acceleration for Small and Medium Enterprises and previously served as Senior Manager of Client Relations in the Project Finance Department before being promoted to Head of the Department. Before joining Qatar Development Bank, Mr. Al-Qahtani worked at the Qatari Commercial Bank as a Client Relations Manager in the Project Finance Department, following seven years of service at Qatar Energy. Mr. Al-Qahtani holds a Bachelor's degree in Program Development from Leeds Metropolitan University in the United Kingdom and a Higher Diploma in Computer Science from the University of Ottawa in Canada.



**MR. AHMAD KHALID
AL-GHANIM**

BOARD MEMBER

Mr. Ahmad bin Khalid Al-Ghanim holds the position of Director in the Office of the Director-General at the General Directorate of Civil Defense within the Ministry of Interior. Previously, he held the position of Manager of the Prevention Department and served as the Head of the Engineering Plans Section. Mr. Al-Ghanim is a former member of several committees. He represents the Ministry of Interior and Civil Defense as a member of the Engineers' Admission Committee. He also was a member of the Committee for the Study of Planning Requirements at the Ministry of Municipality and Environment. Also, he was a member of the Technical Committee for the FIFA World Cup Qatar 2022. He actively participates in coordination meetings for major projects within the country.

Furthermore, he has attended numerous coordination meetings for Civil Defense Directors within the Gulf Cooperation Council, representing the General Directorate of Civil Defense. Mr. Ahmad Khalid Al-Ghanim holds a Bachelor's degree in Engineering from Eastern Kentucky University (EKU) in the United States of America.

03

**GOVERNANCE
REPORT**



Corporate Governance Report

Definitions

Information

All information, data, and documents relating to the incorporation of the Company, its activities, its reports, and any other information that the Company is required to disclose and make available to shareholders, enabling them to access and obtain the same in accordance with the law, the provisions of these Regulations, and other legislation issued by the QFMA.

QFMA

The Qatar Financial Markets Authority.

Board Charter

The charter prepared and adopted by the Board to define its functions, responsibilities, and the duties of its Chairman and members.

The Board

The Board of Directors of the listed company, or the body entrusted with managing the listed legal entity, as the case maybe.

Board Secretary

The individual appointed by the Board of Directors in accordance with the requirements of the Governance Code, responsible for organizing and coordinating matters pertaining to the Board and the Company.

The Chairman

The Chairman of the Board of Directors of the Company, entrusted with the management of the Company in accordance with the law, its Memorandum of Association, and its Articles of Association.

Governance

The system through which the Company is directed and controlled, establishing the foundations and principles governing the allocation of rights and responsibilities among the various stakeholders of the Company, such as Board members, management, shareholders, and other stakeholders, while defining the rules and procedures that apply to decision-making concerning the Company's affairs.

Governance Report

An independent annual report through which the Company discloses its compliance with and implementation of the principles and provisions of the Governance Code. This report is approved by the Chairman and submitted to the QFMA alongside the Company's annual report.

Cumulative Voting

A voting mechanism for the election of members of the Board of Directors whereby each shareholder is granted voting power equal to the number of shares owned. The shareholder may allocate such votes to a single candidate or distribute them among selected candidates, without duplication of votes.

External Auditor

A person duly authorized in accordance with the provisions of the law and registered in the QFMA's register of external auditors, entrusted with the review and audit of financial statements and reports and the expression of an opinion thereon, in accordance with professional standards and the International Standards on Auditing or the auditing standards applicable to Islamic financial institutions, including obtaining reasonable assurance as to whether the financial statements are free from material misstatement, as well as undertaking liquidation-related engagements.

Independent Director

A member of the Board of Directors who enjoys full independence. Without limitation, independence shall be deemed to be compromised in any of the following circumstances:

1. Where the member owns not less than one percent (1%) of the shares of the Company or of any of its subsidiaries.
2. Where the member represents a juridical person that owns not less than five percent (5%) of the shares of the Company or of any of its subsidiaries.
3. Where the member has been part of the Company's senior executive management, or that of any of its subsidiaries, during the year preceding the Board elections.
4. Where the member has a first-degree familial relationship with any member of the Board of Directors or any member of the Company's senior executive management, or that of any of its subsidiaries.
5. Where the member serves on the board of directors of any company within the Company's group for which he or she is nominated for Board membership.
6. Where the member has been employed, during the two years preceding the Board elections, by any related party of the Company or of any of its subsidiaries, such as external auditors or major suppliers, or has held a controlling interest in any such party during the same period.
7. Where the member has engaged, directly or indirectly, in transactions with the Company or any of its subsidiaries during the two years preceding the Board elections.

Senior Executive Management

The Chief Executive Officer and other executive officers reporting directly thereto, including the heads of the Company's internal control units.

Internal Control

The financial audit, performance evaluation, and risk management functions carried out by one or more independent units within the Company.

Major Transaction

One/a group of transactions aimed at acquiring, selling, leasing, exchanging, or otherwise disposing of the Company's assets, or assets intended to be acquired by the Company, excluding the creation of security interests; or any transaction that would result in a change to the fundamental nature of the Company's business; or any transaction whose aggregate value exceeds ten percent (10%) of the lesser of the Company's market capitalization or the net asset value of the Company, as reflected in the most recent published financial statements.

The Market

The Main Market of the Qatar Stock Exchange.

Non-Executive Director

A member of the Board of Directors who is not engaged in the day-to-day management of the Company and does not receive remuneration therefrom.

Related Party

A person shall be deemed a related party to the Company if such person is a member of the Board of Directors of the Company or of any of its subsidiaries, or a member of the senior executive management of the Company or of any company within its group; or if such person owns not less than five percent (5%) of the shares of the Company or of any of its subsidiaries; or is a relative up to the second degree of any of the foregoing persons. The term shall further include any juridical person controlled by a member of the Board of Directors of the Company or of any of its subsidiaries, or by a member of its senior executive management, or by any of their relatives up to the second degree; as well as any entity participating in a joint venture or company of any kind with the Company or with any company within its group.

Stakeholders

Any person having an interest in the Company based on a legal right or status, including shareholders, employees, creditors, customers, suppliers, and others.

Corporate Governance Report

Chairman's Statement

**Dear Shareholders,
May the peace, mercy, and blessings of God be upon you**

I am honored, in my personal capacity and on behalf of the Board of Directors, to present the Annual Corporate Governance Report of Barwa Real Estate Company (a Qatari Public Shareholding Company) for the year 2025. This Report sets out the governance practices adopted by the Company in implementation of the Corporate Governance Code for Companies and Legal Entities Listed on the Main Market, issued pursuant to Resolution No. (5) of 2016 of the QFMA Board of Directors, as well as in alignment with applicable international frameworks.

Guided by the Company's vision and core values; anchored in leadership, commitment, credibility, teamwork, and integrity, Barwa Real Estate remains steadfast in its adherence to the principles of sound corporate governance, exerting sustained effort and diligence to attain the highest international standards and to apply globally recognized best practices in this field.

Within the framework of prudent governance commensurate with the Company's business activities and responsive to evolving circumstances, Barwa Real Estate adopts the highest standards of disclosure and transparency. The Company is committed to providing shareholders with accurate, comprehensive, and up-to-date information, in furtherance of its institutional approach grounded in transparency and accountability.

We diligently issue the Corporate Governance Report annually for presentation to the shareholders at the General Assembly meeting, in line with our ongoing commitment to fulfilling the requirements of the competent authorities in the State of Qatar, and in pursuit of continuous enhancement of the Company's operations and performance.

May Allah grant us success.

Abdullah bin Hamad Al Attiyah
Chairman of the Board of Directors

1. Introduction

Barwa Real Estate Company places institutional governance among its core pillars, relying on it to cultivate a culture of transparency and accountability in its commercial and administrative operations. This approach underscores the Company's commitment to protecting the rights of investors, minority shareholders, and other stakeholders, while ensuring that its operations and management practices comply with internationally recognized best practices and the applicable regulatory frameworks. Corporate governance regulations are understood as the foundational rules governing the relationships among the principal parties within a company—namely the Board of Directors, the executive management, and the shareholders—aimed at allocating rights and responsibilities among the various participants and other stakeholders in a structured and balanced manner.

Corporate governance forms an integral component of Barwa Real Estate Company's institutional culture and business practices. The Company's governance framework seeks to establish and achieve the following objectives:

- **Transparency:** Ensuring clarity in the Company's commercial and operational processes, avoiding ambiguity, secrecy, or misrepresentation, and rendering all matters verifiable and subject to confirmation.
- **Accountability:** Affirming the shareholders' right to hold the executive management accountable for its performance, a right guaranteed by law and by the Company's Articles of Association. This principle further encompasses the accountability of the executive management before the Board and the accountability of the Board before the shareholders.
- **Equality:** Ensuring equal treatment between small and large investors, whether domestic or foreign. The Company's Articles of Association enshrine this principle through equal voting rights, equal entitlement to accountability mechanisms, equal opportunity for nomination, and equal access to information.
- **Responsibility:** Affirming the Company's obligation to recognize the legally established rights of stakeholders and to promote effective communication and engagement between the Company and its stakeholders.

2. Board of Directors' Report on Compliance with the QFMA Legislation, Including the Corporate Governance Code for Companies Listed on the Main Market

The Board of Directors has undertaken an assessment of the Company's compliance with the relevant legislation issued by the Qatar Financial Markets Authority (hereinafter referred to as the "QFMA"), including the Corporate Governance Code for Companies and Legal Entities Listed on the Main Market (hereinafter referred to as the "Code") promulgated by the QFMA. Based on this assessment, the Company affirms its compliance, in all material respects, with the provisions of the Code.

3. Governance Framework and Policies

Barwa Real Estate Company is committed to applying the highest standards of corporate governance in its daily operations by monitoring and studying the legislations governing commercial and listed companies and ensuring full compliance, particularly the Corporate Governance Regulations for Companies and Legal Entities Listed on the Stock Market, issued by the Qatar Financial Markets Authority Board of Directors Resolution No. (5) of 2016.

Corporate Governance Report

As part of its ongoing efforts to comply with updates to governance legislation and regulations, the company is committed to continuously updating its internal systems and regulations to align with various legislative developments and updates. The most recent of these updates is the Corporate Governance Regulations for Listed Entities issued by the Qatar Financial Markets Authority pursuant to Board of Directors Resolution No. (5) of 2025, issued in August 2025. The company confirms that it is working to align its policies and practices to achieve full compliance with the provisions of the new regulations during the grace period ending in August 2026.

3.1 Nomination Policy

One of the most important pillars in creating the company's governance framework and directing its course toward long-term success and advancement is the Board of Directors. Accordingly, it is deemed essential to adopt a comprehensive policy consolidating the provisions governing Board membership in light of the Company's Articles of Association and the corporate governance rules issued by the QFMA. This policy facilitates access to the rules and controls defining the standards and procedures for Board membership, thereby ensuring their effective implementation. It sets forth the manner of formation of the Board, the duration of its membership, and the provisions governing eligibility for nomination, as well as the categories under which a Board member may fall, including executive, non-executive, independent, and non-independent status. The policy further delineates the procedures for conducting Board elections, the circumstances in which membership shall terminate, and the mechanism for filling vacancies arising on the Board.

3.2 Remuneration Policy

The Barwa Board of Directors adheres to the remuneration policy set forth in Article (40) of the Company's Articles of Association, as well as to the provisions of the Commercial Companies Law No. (11) of 2015, as subsequently amended by Law No. (8) of 2021. Pursuant thereto, the remuneration of the members of the Board of Directors shall not exceed five percent (5%) of the Company's net profit after deduction of statutory reserves, legal appropriations, and dividend distributions. The Board submits its proposal concerning the remuneration of its members to the General Assembly for approval.

3.3 Conflict of Interest Policy

Strict guidelines have been established by Barwa Real Estate Company to control insider transactions and conflicts of interest that may occur when people involved in business or civil society are appointed as directors, executive officers, or staff members of the company. The Company has established such policies to ensure the disclosure of potential conflicts, prevent any compromise of objectivity, and preserve the independence of decision-makers in a manner that serves the best interests of shareholders. Accordingly, the Company and all its employees shall disclose periodically any common interests or transactions among themselves or with any third party having a direct relationship with the Company.

3.4 Disclosure Policy

Barwa Real Estate Company complies with the disclosure requirements prescribed by the QFMA through the adoption of a formal policy designed to regulate the disclosure of qualitative and quantitative information for the benefit of stakeholders, and to establish internal control systems overseeing the disclosure process. The Company endeavors to achieve financial transparency by disclosing its financial reports, material information, information relating to members of the Board of Directors and executive management, as well as information pertaining to major or controlling shareholders, in accordance with the applicable regulatory reporting requirements. This policy assists the Board, the executive management, and the relevant departments of the Company in understanding their respective roles and responsibilities in relation to the disclosure process.

3.5 External Auditor Policy

An essential component of Barwa Real Estate Company's operational integrity is external auditing. Given the critical importance of external audit functions, the Company has adopted a policy regulating all matters pertaining to the external auditor, fully aligned with the relevant corporate governance requirements and standards.

Pursuant to the resolution of the General Assembly held on 10 March 2025, Barwa Real Estate Company appointed Ernst & Young (EY) as the Company's external auditor for the financial year ending 31 December 2025. This appointment was based on the Board of Directors' recommendation and the technical and financial proposals received, in accordance with the requirements of the Governance Code issued by the QFMA.

Ernst & Young is entirely independent of the management and Board of Directors of Barwa Real Estate Company and is duly registered in the auditors' registry pursuant to Law No. (30) of 2004 regulating the auditing profession.

The total fees approved by the General Assembly for Ernst & Young for the year ending 31 December 2025 amount to QAR 1,900 thousand for audit services, including other assurance services.

4. Board of Directors

With the exception of those powers designated for the General Assembly by applicable law or the Company's Articles of Association, the Board of Directors constitutes the authority vested with all powers necessary to conduct the Company's business. The Board represents the principal governing body of Barwa Real Estate Company.

The Board's roles and responsibilities include supporting the administrative structure, maintaining the strategic direction, ensuring operational efficiency and effectiveness, and enhancing the Company's overall position. This is in addition to upholding integrity and accountability, responding to shareholders' demands, attending key meetings regularly, safeguarding the Company's mission and vision, reviewing or approving internal audit reports, appointing external auditors, and proposing initiatives aimed at enhancing the performance of the Company's operations, including its subsidiaries, while ensuring the effective implementation of corporate governance.

Corporate Governance Report

4.1 Board Composition

Pursuant to the Company's Articles of Association, the management of the Company is entrusted to a Board of Directors comprising seven (7) members. The holder of the preferred shares appoints three (3) members in accordance with their current shareholding percentage, and such members may not be removed except by the decision of the preferred shareholder.

The remaining four (4) members are elected by the Ordinary General Assembly through secret ballot voting. The preferred shareholder does not participate in the voting process. The Board elects, by secret ballot, a Chairman and a Vice-Chairman for a term of three (3) years.

The following table sets out the members of the Board of Directors for 2025:

Board Member	Position	Status
His Excellency Mr. Abdullah bin Hamad Al Attiyah	Chairman of the Board (Qatari Diar)	Non-Executive – Non-Independent
Mr. Faisal Abdulwahid Al Hammadi	Vice-Chairman of the Board (Qatari Diar)	Non-Executive – Non-Independent
Mr. Ahmed Mohammed Al-Tayeb	Member (Qatari Diar)	Executive – Non-Independent
His Excellency Mr. Nasser Sultan Al Hammadi	Elected Member	Non-Executive – Independent
Mr. Ahmed Khaled Al Ghanem	Elected Member	Non-Executive – Independent
Dr. Abdulrahman Mohammed Al Khayarin	Elected Member	Non-Executive – Independent
Mr. Hamad Dashan Al Qahtani	Elected Member	Non-Executive – Independent

4.2 Profiles of the Board Members

The Company's Board of Directors comprises individuals of distinguished expertise, skills, and competencies across various sectors. For further details regarding the professional experience and qualifications of each Board member, kindly refer to Annex 1 of this report.

The following table sets out the number of shares held by the members of the Board of Directors:

Board Member	Shares Reserved for Board Membership	Shares Owned as of 31/12/2024	Shares Owned as of 31/12/2025
His Excellency Mr. Abdullah bin Hamad Al Attiyah (Qatari Diar)	0	16,010	16,010
Mr. Faisal Abdulwahid Al Hammadi (Qatari Diar)	0	0	0
Mr. Ahmed Mohammed Tayeb (Qatari Diar)	0	90	0
His Excellency Mr. Nasser Sultan Al Hammadi	0	1,453,804	5,065,035
Mr. Ahmed Khaled Al Ghanem	0	0	0
Dr. Abdulrahman Mohammed Al Khayarin	0	0	1
Mr. Hamad Dashan Al Qahtani	0	0	0

4.3 Duties of the Chairman

The Chairman of the Board is responsible for leading the Company to achieve its strategic objectives and deliver appropriate returns to shareholders. This includes presiding over the Board, supervising its activities, approving the agendas of Board meetings, and guiding discussions on recommendations, strategic initiatives, proposed budgets, and available investment opportunities. The Chairman ensures that the Board effectively fulfills its duties, reviews general Company matters with Board members on a periodic basis, and oversees the mechanism for evaluating the performance of Board members, in addition to maintaining communication with shareholders. The Chairman may delegate certain responsibilities to individual Board members, committees, the Managing Director, or the Chief Executive Officer, as deemed appropriate. Furthermore, the Chairman coordinates with the Chief Executive Officer regarding financial and human resources to achieve the Company's objectives, and periodically monitors the overall performance of the Company through the Chief Executive Officer.

4.4 Duties of Board Members

Non-executive members of the Board of Directors are tasked with providing independent proposals on strategic matters and contributing to the development of related initiatives. They review the performance of the executive management in achieving the agreed objectives and oversee the Company's progress in meeting its stated goals and targets. Non-executive Board members also supervise the development of procedural rules governing the Company's corporate governance, ensuring that the interests of the Company and its shareholders are prioritized in the event of any conflict of interest. Furthermore, non-executive members review the integrity of information, financial controls, and systems, ensuring their robustness and reliability. They contribute their diverse skills and expertise to the Board and its committees through active participation in Board and General Assembly meetings, and by understanding and reflecting shareholders' perspectives in a balanced and equitable manner.

4.5 Responsibilities and Obligations of Board Members

The Board of Directors shall discharge its duties and assume its responsibilities in accordance with the following principles:

1. The Board must perform its functions with responsibility, good faith, diligence, and care, ensuring that its decisions are based on comprehensive information provided by the executive management or any other reliable source.
2. Each Board member represents all shareholders and must act in the best interest of the Company, rather than in the interest of the entity or individuals who nominated or voted for their appointment.
3. The Board shall define the powers delegated to the executive management, the decision-making procedures, and the duration of such delegations. It shall also identify matters reserved for its exclusive decision, with the executive management required to submit periodic reports on the exercise of delegated authorities.
4. The Board must ensure that procedures are in place to familiarize newly appointed members with the Company's operations, particularly financial and legal aspects, and provide training if necessary.
5. The Board shall ensure that the Company provides sufficient information regarding its affairs to all Board members in general, and to non-executive members in particular, to enable them to perform their duties effectively and efficiently.

Corporate Governance Report

6. The Board shall not enter into loan agreements exceeding three years, sell or mortgage Company real estate, or release debtors from their obligations unless authorized by the Company's Articles of Association and in accordance with its stipulated conditions. Where the Articles contain specific provisions regarding such matters, the Board may undertake these actions only with the approval of the General Assembly, unless the actions fall within the Company's ordinary course of business.
7. Board members must attend Board and committee meetings regularly and may resign only for valid reasons and at an appropriate time.
8. Board members must prioritize the interests of the Company, its partners, shareholders, and other stakeholders over personal interests.
9. They shall provide opinions on strategic matters, the Company's project implementation policies, employee accountability systems, resource management, key appointments, and operational standards.
10. Board members shall monitor the Company's performance in achieving its objectives and review performance reports, including annual, semi-annual, and quarterly reports.
11. The Board shall supervise the development of procedural rules governing corporate governance and ensure their optimal implementation in accordance with the applicable governance framework.
12. Board members shall leverage their diverse skills, expertise, qualifications, and professional backgrounds to contribute effectively to the management of the Company, promoting the best interests of the Company, its partners, shareholders, and stakeholders.
13. Board members shall participate actively in the Company's General Assembly meetings and address the concerns of shareholders in a balanced and equitable manner.
14. No Board member shall make any statement, declaration, or disclosure without prior written authorization from the Chairman or his delegate; the Board shall designate the official spokesperson for the Company.
15. Board members must disclose any financial or commercial relationships, as well as any legal proceedings, that may adversely affect their ability to perform the duties entrusted thereto.

4.6 Board of Directors' Code of Conduct

The Board of Directors of Barwa Real Estate Company is committed to the highest standards of integrity, commercial conduct, and professional ethics, in accordance with the "Code of Ethics and Professional Conduct," as well as the detailed job descriptions outlined in Barwa's Corporate Governance Policies and Handbook.

The Board serves as the representative of shareholders' interests in the Company. All members shall uphold the Company's values and conduct all dealings with honesty and integrity. Board members shall act in good faith, prioritizing the interests of Barwa and its shareholders, while promoting a culture of ethical behavior.

4.7 Board Charter

The Company has established a "Board Charter" to assist the Board in exercising its authorities and fulfilling its duties. The Charter specifies the purpose of the Board, its composition, roles and responsibilities, meeting procedures, quorum requirements, and decision-making processes. The Charter has been published on the Company's website to serve as a public reference for all stakeholders.

4.8 Separation of Roles

The Company adheres to the principle of separating the roles of the Chairman of the Board from any executive position within the Company. His Excellency Mr. Abdullah bin Hamad Al Attiyah serves as Chairman of the Board, while Mr. Ahmed Mohammed Tayeb holds the position of Chief Executive Officer of Barwa Real Estate Company.

4.9 No Dual Positions

No individual may simultaneously serve as Chairman or Vice-Chairman of the Board in more than two companies headquartered in the State of Qatar, nor as a member of the Board of Directors of more than three companies headquartered in the State. Furthermore, no individual may serve as an executive member of the management in more than one company headquartered in the State, nor simultaneously hold board memberships in two companies engaged in similar activities. The Chairman shall not combine the position of Chairman with any executive role within the Company and shall not serve as a member of any Board committee according to the QFMA code.

The Chairman and Board members shall submit an annual declaration, maintained by the Board Secretary, confirming that they do not hold any positions prohibited under applicable law.

The table below sets out the memberships of the Board of Directors in other joint stock companies:

Board Member	Membership in Other Joint Stock Companies
His Excellency Mr. Abdullah bin Hamad Al Attiyah (representing Qatari Diar)	United Development Company
Mr. Faisal Abdulwahid Al Hammadi (representing Qatari Diar)	Woqod Company
Mr. Ahmed Mohammed Tayeb (representing Qatari Diar)	–
His Excellency Mr. Nasser Sultan Al Hammadi	Qatar National Cement Company, Qatargas, Al-Dhaman Islamic Insurance (representing Barwa)
Mr. Ahmed Khaled Al Ghanem	–
Dr. Abdulrahman Mohammed Al Khayarin	Al Rayan Bank
Mr. Hamad Dashan Al Qahtani	–

Corporate Governance Report

4.10 Board Meetings

The Board of Directors holds meetings regularly in accordance with the provisions of the Commercial Companies Law No. (11) of 2015, as amended by Law No. (8) of 2021, the Company's Articles of Association, and the Corporate Governance Framework for Listed Companies issued by the QFMA. The Board Secretary records the minutes of Board and committee meetings, noting the names of attendees and verifying the presence of the required quorum. All Board members attended the annual meetings as required under the governance regulations.

The Board Secretary maintains the minutes, circulates meeting agendas, and coordinated the convening of eight (8) Board meetings of Barwa Real Estate Company during 2025, during which the Company's strategies, projects, and other matters were discussed.

4.11 Evaluation of Board Members' Performance

The Remuneration and Nominations Committee conducts an annual evaluation in accordance with the methodology adopted by the Board under the Company's internal governance system. This system provides an appropriate mechanism for monitoring the performance of the Board and ensures that Board members fulfill their roles and responsibilities effectively.

All Board members completed a self-assessment to determine their satisfaction with their performance as Board members, and the results of the evaluation were satisfactory.

4.12 Board Remuneration

The total remuneration of the Board for the financial period ended 31 December 2025 amounted to QAR 12,000 thousand. Attendance allowances for committee meetings for the year ended 31 December 2025 amounted to QAR 1,870 thousand that were duly received by the members.

4.13 Board Secretary

The Company has appointed a Board Secretary possessing relevant academic qualifications and professional experience. The terms of reference and job description, as stipulated in the Corporate Governance Regulations, govern the duties of the Board Secretary. These duties include preparing meeting agendas for the Board, drafting minutes of Board meetings, coordinating communication among Board members, and between the Board and other stakeholders, including shareholders, management, and employees. The Board Secretary is also responsible for archiving, organizing, and maintaining records of Board meeting minutes, documents, and reports related to the work of the Board and its committees, as well as handling related correspondence. Furthermore, the Board Secretary ensures effective communication and the smooth flow of information between the Board, executive management, and shareholders.

5. Board Committees

The Board of Directors operates a flexible administrative model to facilitate the performance of its duties, founded on the establishment of three committees; (the Executive Committee, the Nomination and Remuneration Committee, and the Audit Committee). Each committee plays a pivotal role in assisting the Board to perform its responsibilities effectively.

Board committees adhere to their detailed terms of reference and submit regular reports to the Board on their deliberations and actions. The Board ensures compliance with the provisions of the Corporate Governance Regulations regarding the formation of these committees and their terms of reference.

The following outlines the Board committees, their roles, and members during 2025:

5.1 Audit Committee

The Audit Committee of Barwa Real Estate Company comprises three members, chaired by an independent member, each possessing expertise in finance and auditing. The committee regularly monitors the Company's financial policies, accounting practices, and internal financial controls. The Internal Audit Department reports directly to the Audit Committee, ensuring the independence of internal control functions. The committee also recommends external auditors to the Board for approval at the Annual General Meeting and oversees their engagement and management.

The Audit Committee convened eight (8) meetings during 2025.

Audit Committee Members for 2025:

Member	Position	Status
His Excellency Mr. Nasser Sultan Al Hammadi	Chairman	Non-Executive – Independent
Mr. Hamad Dashan Al Qahtani	Member	Non-Executive – Independent
Mr. Ahmed Khaled Al Ghanem	Member	Non-Executive – Independent

During 2025, the committee undertook several key activities, including:

1. Reviewing the external auditor's reports on the 2024 financial statements and submitting recommendations to the Board.
2. Examining the quarterly, semi-annual, and annual financial results for the fiscal year 2025 and providing recommendations to the Board.
3. Recommending to the Board the appointment of external auditors for the fiscal year 2025 and their proposed fees.
4. Recommending to the Board the appointment of the Shariah Supervisory Board for the fiscal year 2025 and their proposed fees.
5. Developing the Internal Audit Plan for 2025.
6. Monitoring the implementation of the Internal Audit Plan and submitting recommendations to the Board.
7. Approving the Internal Audit Department's budget for 2026.
8. Reviewing reports from the Risk Management Department.

Based on the annual evaluation, the Board of Directors expresses its satisfaction with the committee's performance in executing its responsibilities and exercising its authorities, as well as with the recommendations provided throughout the year ended 31 December 2025.

Corporate Governance Report

5.2 Nomination and Remuneration Committee

The Nomination and Remuneration Committee of Barwa Real Estate Company consists of three members and is responsible for establishing transparent procedures for nominating and appointing Board members, defining their responsibilities, ensuring the presence of appropriate skills, and monitoring adherence to timelines. The committee also oversees the evaluation of the Board, supervises the corporate governance affairs of the Board—including the formulation and recommendation of governance principles and policies—and determines the remuneration policy of the Company, including the compensation of the Chairman, all Board members, and the senior executive management. The Nomination and Remuneration Committee convened three (3) meetings during the year 2025.

The Remuneration and Nominations Committee (3) met during 2025.

Nomination and Remuneration Committee Members for 2025:

Member	Position	Status
Mr. Ahmed Khaled Al Ghanem	Chairman	Non-Executive – Independent
Mr. Faisal Abdulwahid Al Hammadi	Member	Non-Executive – Non-Independent
Mr. Hamad Dashan Al Qahtani	Member	Non-Executive – Independent

During 2025, the committee undertook several key activities, including:

1. Submitting recommendations to the Board regarding the annual remuneration of Board members and committee members.
2. Proposing to the Board the remuneration of senior executive management.
3. Reviewing and benchmarking key performance indicators (KPIs) for 2024.
4. Evaluating the performance of Board members and committee members.
5. Approving procedures and arrangements for the election of Board members for the upcoming term (2026–2028).

Based on the annual evaluation, the Board of Directors expresses its satisfaction with the committee's performance in executing its responsibilities and exercising its authorities, as well as with the recommendations provided during the year ended 31 December 2025.

5.3 Executive Committee

The Executive Committee of Barwa Real Estate Company comprises four members appointed by the Board to serve as its advisory body. The committee reviews the Company's business strategy, annual budget, and capital structure, and provides recommendations to the full Board.

The Executive Committee convened five (5) meetings during 2025.

Executive Committee Members for 2025:

Member	Position	Status
His Excellency Mr. Abdullah bin Hamad Al Attiyah	Chairman	Non-Executive – Non-Independent
Mr. Faisal Abdulwahid Al Hammadi	Member	Non-Executive – Non-Independent
Mr. Ahmed Mohammed Al Tayeb	Member	Executive – Non-Independent
Dr. Abdulrahman Mohammed Al Khayarin	Member	Non-Executive – Independent

Key Achievements of the Executive Committee in 2025

1. Reviewed the draft budget for 2026 and submitted recommendations to the Board of Directors.
2. Examined the key performance indicators (KPIs) for 2026 and presented recommendations to the Board.
3. Studied a range of financing and refinancing proposals for the Company and submitted recommendations to the Board.
4. Reviewed feasibility studies for several projects and provided corresponding recommendations to the Board.
5. Monitored the implementation of the Company's ongoing projects.
6. Reviewed the Company's cash position.

Based on the annual evaluation, the Board of Directors expresses satisfaction with the committee's performance in fulfilling its responsibilities, exercising its authorities, and providing recommendations during the year ended 31 December 2025.

6. Executive Management

Primary Responsibilities of the Group Chief Executive Officer (CEO):

1. Implement the management framework established by the Board of Directors.
2. Assume full accountability before the Board for all operational aspects and performance of Barwa Real Estate.
3. Ensure the presence of an effective executive team.
4. Maintain an adequate system for operational planning, risk management, and internal control.
5. Closely monitor operations and financial results in accordance with approved plans and budgets.
6. Oversee Barwa's key strategic initiatives.
7. Ensure compliance with all applicable regulatory requirements.

Executive Management Responsibilities

The Senior Executive Management is accountable for executing the tasks delegated by the Group Chief Executive Officer (CEO). Their responsibilities are defined in their respective job descriptions.

To achieve the Company's objectives, Senior Executive Management is authorized to undertake all actions and procedures it deems necessary, subject to the limitations set forth in company policies and the delegated authorities framework.

Corporate Governance Report

Eng. Ahmed Mohammed Al Tayeb

Eng. Ahmed Mohammed Al Tayeb currently serves as the Chief Executive Officer of Barwa Real Estate Group. He possesses over 20 years of extensive experience in capital project management, commercial investments across various sectors, company establishment, and financial affairs.

Eng. Al Tayeb commenced his professional career with seven years in the Communications and Operations Department of the Special Forces at the Ministry of Interior. He subsequently joined RasGas Company for six years, contributing to multiple projects. He later served for two years in the Strategic Projects Department at the Amiri Diwan, followed by two years in the Project Management Office of the Supreme Committee for Delivery & Legacy. Eng. Al Tayeb held the position of Head of the Investment Sector at Al Diyar Al Qataria, where he managed an investment portfolio valued at USD 35 billion across 20 countries, encompassing over 50 investment projects. He also serves as Chairman and Board Member in several companies both domestically and internationally.

He holds a Master's degree in Electrical Engineering from the University of Colorado Denver, United States of America.

Mr. Tamer El-Sayed

Mr. Tamer El-Sayed Mohamed has served as Chief Financial Officer of the Group since May 2014, having joined Barwa Real Estate Group in 2008.

He holds a Bachelor of Commerce in Accounting from Cairo University and has obtained multiple international professional certifications, including CPA and CMA, and is currently preparing for the Level III examination of the Chartered Financial Analyst (CFA) designation.

Mr. El-Sayed possesses over 25 years of professional experience in external auditing and financial management, having worked with numerous multinational institutions and leading companies. He currently represents the Group as a Board Member in several of its subsidiaries and affiliated companies.

Mr. Youssef Ahmed Al-Banali

Mr. Youssef Ahmed Ali Al-Banali has served as Head of Corporate Affairs of the Group since April 2017. He progressed through various positions throughout his career, which began in 1995 across multiple organizations, including Qatar Petroleum, the Ministry of Education, and the Qatar Charity Authority. He also serves as a member of the Group's Executive Committees.

Mr. Al-Banali graduated from Qatar University in 1999 with a Technological Diploma in Office Management.

Ms. Dana Abdulaziz Al-Ansari:

Ms. Dana Abdulaziz Al-Ansari has held the position of Head of Legal Affairs and Compliance for the Group since January 2018. Prior to this, she served as Director of Litigation and Corporate Affairs at Barwa and as Senior Legal Counsel, in addition to occupying various other positions within the Group since 2006.

In parallel, she serves as a member of the Board of Directors of several subsidiaries and affiliates of Barwa, in addition to membership in certain administrative committees of the Company.

She holds a Bachelor of Laws degree from Qatar University, an Executive Master of Laws from Northwestern University in the United States of America, and a Diploma in Business Administration from IE Business School.

Her expertise encompasses a broad spectrum of legal disciplines, including investment, commercial, construction, contractual, corporate, and labor law, as well as regulatory domains such as compliance, governance, and internal controls.

Eng. Hassan Juma Al-Mohannadi:

Eng. Hassan Juma Al-Mohannadi currently serves as Head of Administrative Affairs for the Group. He brings over twenty-five years of successful experience in financial and strategic management and operational leadership. He has held numerous positions within both the public and private sectors, including Director of the Office of the Minister of Municipality, Assistant Undersecretary for Environmental Affairs at the Ministry of Municipality and Environment, Advisor to the Minister of Municipality and Environment and the Minister of Sports and Culture, and Director of Operations and Control Center at the General Electricity and Water Corporation. He has also previously served as Chief Operating Officer at Al-Waseef, a subsidiary of Barwa Real Estate Company, and as Chief Executive Officer at Imdad Holding Company.

He holds academic qualifications from Qatar University and a Master's degree from the University of Bradford in the United Kingdom, in addition to numerous professional certifications across various fields of expertise.

Eng. Mohamed Ibrahim Al-Emadi:

Eng. Mohamed Ibrahim Al-Emadi has held the position of Head of Asset Management at Barwa Real Estate Group since July 2020. Over the course of his career, he has held several other positions, beginning as a Maintenance Engineer and subsequently serving as Maintenance Manager at Qatar Steel Company from 1995 to 2008.

He also served as Head of Real Estate Asset Management at Qatar Real Estate Investment Company from 2008 to 2018. Thereafter, he held the position of Director of Projects at Waseef Asset Management Company from 2018 until July 2020.

Eng. Al-Emadi obtained a Bachelor's degree in Industrial and Systems Engineering from the University of Southern California (USC) in 1995.

Eng. Ahmed Ibrahim Al-Darwish (05-06-2020 to 14-06-2025):

Eng. Ahmed Ibrahim Al-Darwish currently serves as Head of Real Estate Development at Barwa Real Estate Group. He possesses extensive experience in his field, having worked for nearly nineteen years at RasGas Company, where he advanced through various positions, including Head of Human Resources and Head of Administrative Affairs. He subsequently joined QChem Company as Head of Administrative Affairs.

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He holds a Bachelor's degree in Civil Engineering from Qatar University, a Master of Business Administration from the University of Hull in the United Kingdom, and a Master's degree in Project Management from George Washington University in the United States of America.

Eng. Mohamed Mansour Al-Dosari (Commencing 15-06-2025):

Eng. Mohamed Mansour Al-Dosari serves as Head of Real Estate Development for the Group. He possesses over twenty-five years of extensive experience in the management, operation, and maintenance of major infrastructure projects within the water and electricity sectors. He has a proven track record of delivering multi-billion-riyal projects on time and within budget, while enhancing processes and improving execution efficiency. He demonstrates strong skills in negotiation, contracting, tender management, and feasibility studies, in addition to deep experience in leading multinational teams and engaging with diverse stakeholders. He is recognized for his strategic acumen, problem-solving capabilities, and ability to promote operational excellence in major national projects.

Eng. Al-Dosari holds a Bachelor's degree in Electrical Engineering from the United Kingdom, awarded in 2000.

Shares Held by Members of the Executive Management:

1. Mr. Youssef Ahmed Al-Binali – Chief Corporate Operations of the Company, holding 5,410 shares.
2. Eng. Hassan Juma Al-Mohannadi – Group Chief Administration Officer of the Company, holding 12,140 shares.
3. Eng. Mohamed Mansour Al-Dosari – Chief of Real Estate Development, holding 259,590 shares.

Executive Management Rewards and Compensation for 2025:

The total value of rewards and compensation granted to the Executive Management for the financial year ending 31 December 2025 amounted to QAR 22,856 thousand.

Executive Management Achievements in 2025:

1. Strengthening the Group's operating revenues to contribute to the achievement of sustainable revenue growth.
2. Improving occupancy rates across several Barwa Group projects—including Madinatna, Argentinian District, and Burouh Al-Baraha Workers' Housing—despite the prevailing real estate market conditions of reduced demand and increased supply.
3. Commencing the handover of Phase Three showrooms of the Mawater City project to tenants.
4. Signing a Memorandum of Understanding with Edison Global Academy for the lease of the Madinatna School.
5. Reinforcing the Group's cash position and liquidity through refinancing certain Group loans, thereby enabling the allocation of available cash toward the development of the operational portfolio and the enhancement of revenues.
6. Improving the return on Group assets by addressing economically unprofitable or non-income-generating assets through the sale of selected properties, including Al-Wakrah land, Bahrain Bay land, and a plot in Jebel Thailab.
7. Initiating the development and sale of units in Barwa Hills Buildings 1 and 2, noting that this project received the "Best Real Estate Investment" award from the Public Real Estate Regulatory Authority.

8. Launching the luxury residential brand Barwa Royal and commencing sales of units in the first building under this brand.
9. Continuing to enhance the Group's governance systems and institutional performance by updating operational, risk management, and compliance policies and procedures to support business continuity within the Group.
10. Renewing three international ISO certifications in the fields of management, environment, and occupational health and safety.

Based on the annual evaluation, the Board of Directors expresses its satisfaction with the performance of the Executive Management in the discharge of its responsibilities and authorities, as well as with the recommendations submitted by the Executive Management during the financial year ended 31 December 2025.

7. Internal Control over Financial Reporting

The Board of Directors holds full responsibility for the Company's system of internal control. The purpose of this system is to establish reliable standards and procedures incorporating internal control mechanisms, which are designed to ensure the accuracy and credibility of Barwa's accounts and records, the integrity of transaction authorizations, and the protection of the Company's assets. The overarching aim of the internal control system is to detect any risks that may threaten Barwa's position or its compliance with applicable regulations, thereby ensuring matters are addressed appropriately.

The Company conducted an evaluation of its internal control system over financial reporting at the end of the 2025 financial year. The results of this evaluation were disclosed in the Company's Annual Report as well as in the report of the external auditor.

8. Risk Management

Through its Risk Management Department, Barwa monitors regulatory risk matters to ensure that related activities are conducted in a safe and sound manner, consistent with applicable regulations. The Audit Committee, in turn, regularly supervises the Company's financial and accounting policies, financial controls, internal control framework, and overall risk management system. Management bears the responsibility to identify, assess, monitor, and manage risks on an ongoing basis across the entire Company. This system encompasses all internal procedures applied within the Company. Furthermore, Barwa maintains robust controls and embedded procedures governing its engagements in transactions and relationships with related parties.

In this context, the Company implements a comprehensive risk management policy at the corporate level. The principal elements of this policy provide that the Board of Directors, with the support of the Audit Committee and the Internal Audit Department, reviews all risks that may affect the Company and its operating subsidiaries on a quarterly basis. The responsibility for identifying risks affecting any of these entities lies with their respective executive management and staff, while the Company's Risk Management Department is responsible for reviewing and consolidating the identified risks and proposed mitigation measures. The Internal Audit Department conducts an independent review of the risk management reports on a quarterly basis and submits its observations regarding the integrity of these reports to the Audit Committee. The relevant management consolidates identified risks along with the planned mitigation measures and presents them quarterly to the Audit Committee.

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9. Compliance

The primary responsibility of the Group's Compliance Management is to assist the Board of Directors and Executive in effectively ensuring compliance, thereby protecting the Group from incurring any potential financial losses arising from non-compliance with laws and regulations. Compliance risks encompass legal and legislative risks, as well as material losses and reputational risks. The Compliance function also supports the Board and Executive Management in enhancing internal control procedures that mitigate compliance risks, including anti-money laundering and counter-terrorism financing risks. In addition, it serves as the liaison between the Group and regulatory authorities, keeping management informed of any updates to applicable laws and regulations.

10. Internal Audit and Relevant Activities

The Company's Internal Audit Department conducts its activities in accordance with the standards of an effective internal control system, operating within a framework of transparency, integrity, objectivity, and independence. Its aims to add value to the Company and enhance the efficiency of its operations. Internal Audit supports the achievement of the Company's objectives and competitiveness in the marketplace through a systematic approach to assessing and improving the effectiveness of risk management, control, and governance processes. The Internal Audit Department reports to the Audit Committee on a quarterly basis, in accordance with relevant governance rules.

Key Achievements of the Internal Audit Department in 2025:

1. Developing and implementing a risk-based internal audit plan, and monitoring compliance with applicable laws, regulations, and resolutions relating to the Company's activities.
2. Strengthening governance and quality frameworks through the execution of the 2025 Internal Quality Assessment (IQA) and the implementation of improvement initiatives in accordance with the Global Internal Audit Standards (GIAS).
3. Updating the Internal Audit Manual, reviewing the Audit Committee Charter, and preparing the Internal Audit Strategy and Conflict of Interest Policy.
4. Ensuring quality and continuous improvement through the initiation of the External Quality Assessment (EQA) as part of the Quality Assurance and Improvement Program (QAIP), in compliance with the guidance of the Institute of Internal Auditors (IIA).
5. Reviewing and evaluating operations, risk management, and the internal control framework through the implementation of the Internal Audit plan for Barwa and its major subsidiaries.
6. Conducting systematic audits of key operational processes, risk management practices, and internal control frameworks to strengthen the Group's overall control environment.
7. Issuing periodic reports to the Audit Committee and following up on the implementation of prior recommendations.
8. Performing special reviews of issues raised by the Audit Committee or the Board of Directors and reporting the findings.
9. Ensuring compliance with the Internal Audit Manual in accordance with the International Standards for the Professional Practice of Internal Auditing, including reviewing financial instructions, proposing necessary amendments, and monitoring their implementation.

10. Developing a Continuous Control Monitoring (CCM) tool and completing six of fifteen major audit programs, thereby enhancing the ability to detect risks at early stages.

Head of Internal Audit: Eng. Khalid Abdullah Al-Hatmi

Eng. Khalid Abdullah Al-Hatmi currently serves as Director of Internal Audit Affairs for the Group. He brings over twenty-five years of successful experience in technical and strategic management, operational leadership, engineering, and the administration of major projects. He has held numerous positions in both the public and private sectors, including roles at Kahramaa, a private engineering office, General Manager of Barwa Village Company, Chief Executive Officer of Barwa Financial District Company, and subsequently Director of Construction Affairs at Barwa Real Estate Group.

Eng. Al-Hatmi holds a Bachelor's degree in Civil Engineering from Qatar University and an Executive Master's degree from HEC Paris. In addition, he has obtained multiple professional certifications across various fields of expertise.

11. External Audit

Barwa Real Estate Company appointed EY as its external auditor to perform semi-annual review services and year-end audit. This appointment was approved by the General Assembly at its meeting held on 10 March 2025, which also determined the auditor's fees. EY is registered in the official Register of Account Auditors pursuant to Law No. (30) of 2004 regulating the accounting profession, has practiced the profession for at least ten consecutive years, and is independent of both the Company and its Board of Directors.

In addition to Articles 65–66 of the amended Articles of Association, which govern the duties and responsibilities of the external auditor, the Company's internal governance manual outlines the roles and responsibilities of the external auditor, the policy for appointment and termination, and the role of the Audit Committee in overseeing the auditor's work.

12. Insider Trading and Related Parties

The Company maintains robust internal controls and embedded procedures governing its engagements in transactions and relationships with related parties. The Company's policy prohibits the Chairman, members of the Board of Directors, and executive managers from entering into any purchase or sale transactions of the Company's shares during the restricted period—from the Qatar Stock Exchange until public disclosure of financial statements. No related party conducted any such transactions during the restricted periods in 2025.

In accordance with disclosure requirements specified under the Corporate Governance Law and adopted by the QFMA, the Company has strengthened its related-party policies, particularly with respect to its current annual disclosure. This includes disclosures by Board members and senior management concerning their interests, shareholding, share transactions, board memberships, material transactions with the Company, employment of relatives, qualifications and expertise, and other relevant interests.

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The Company has also developed clear guiding principles for insider trading in accordance with the Corporate Governance Manual and policies. These principles are designed to prevent members of the Board of Directors and employees from trading the Company's shares that may be subject to insider trading and to ensure the disclosure of relevant information once it becomes available. Information regarding transactions with related parties may be obtained by referring to the accompanying notes to the audited consolidated financial statements for the financial year ending 31 December 2025.

13. Shareholders' Rights and Access to Information

The Company ensures that all shareholders have the right to access all relevant information and disclosures by publishing such information on the Company's website and in the annual reports, which are made available to all shareholders. Shareholders are also entitled to obtain information regarding Board members, their qualifications, shareholdings in the Company, their positions or memberships on boards of other companies, and information concerning the Company's executive officers. Stakeholders, in general, are entitled to access all relevant information insofar as it does not prejudice the Company's interests.

Shareholders holding less than 10% of the Company's capital may, for legitimate reasons, request the convening of the General Assembly. Shareholders representing at least 25% of the capital may call for an Extraordinary General Meeting. Dividend distribution is carried out in accordance with the Board of Directors' recommendation and the resolutions of the Company's General Assembly.

Shareholders are entitled to object to any decision that they consider to be made in favor of a specific shareholder category or that causes harm or confers undue benefit to Board members or others, without regard to the Company's interest, and to record such objections in the meeting minutes. Shareholders have the right to challenge and annul decisions they objected to in accordance with applicable law.

The Ordinary General Assembly determines the remuneration of Board members, provided that such remuneration does not exceed 5% of the net profit after deducting legal reserves and statutory allocations, with a minimum dividend of 5% of the paid-up share capital distributed to shareholders in accordance with Article 40 of the Company's Articles of Association.

Dividends are distributed to shareholders pursuant to Article 18 of the Company's Articles of Association, which stipulates that "each share entitles its holder to a proportionate share equal to that of any other share without discrimination, whether with respect to ownership of Company assets or profits distributed as detailed hereafter." In accordance with Article 51 of the Articles of Association, every shareholder has the right to attend the General Assembly in person or by proxy.

14. Shareholders' Register

In compliance with the provisions of the Company's Articles of Association, Article 159 of the Commercial Companies Law No. 11 of 2015, Article 30 of the Corporate Governance Rules for Companies and Legal Entities Listed on the Main Market issued by the QFMA, and the directives of the Qatar Stock Exchange, the Company maintains accurate, up-to-date, and correct records of its shareholders. The Company obtains the shareholders' register monthly from Qatar Central Securities Depository. Any shareholder or related party may inspect the shareholders' register and access all relevant information.

Major Shareholders' Equity Holdings:

Shareholder Name	Country	Number of Shares	Percentage
Qatari Diar	Qatar	1,751,060,870	45%

15. Litigation, Disputes, and Violations

The Company's adopted Corporate Governance Manual contains a clear policy regarding the reporting of violations, including detailed procedures for its implementation within the Company. The Company did not commit any violations during the year 2025.

It is noteworthy that there are currently ongoing legal disputes before the courts, totaling 8 cases, with proceedings at varying levels of adjudication ranging from first instance to appeals.

16. Corporate Social Responsibility

Corporate social responsibility encompasses ethical, social, and environmental considerations. From this perspective, Barwa is committed to ethical and legal standards in the conduct of its activities. The Company actively contributes to economic development and seeks to improve the quality of living conditions for its workforce and their families, as well as the broader local community and society at large. Additionally, the Company endeavors to respond to the interests of its stakeholders and the environmental context in which it operates.

Barwa firmly believes that corporate social responsibility (CSR) extends beyond mere charitable contributions and encompasses strategic investment in the community. This responsibility is shared by the Company's management and all its employees. Accordingly, the Company places great emphasis on investing in the local community in Qatar, as well as in the communities where it operates. During the year 2025, the total expenditure on all CSR activities amounted to QAR 31,079 thousand.

Key Achievements in Corporate Social Responsibility for 2025:

1. Providing the highest levels of safety and security across all Barwa projects in accordance with standards established by the Government of Qatar in collaboration with the Civil Defense Department of the Ministry of Interior.
2. Delivering affordable, high-quality housing solutions through Barwa's residential projects.
3. Organizing blood donation campaigns in cooperation with Hamad Medical Corporation.
4. Contributing QAR 250,000 to the Qatar Red Crescent Society.
5. Collaborating with Qatar Charity to distribute touch-enabled donation devices across all Barwa Real Estate facilities.
6. Supporting Qatari expertise by engaging with national companies possessing competence and experience in construction and real estate development.

Corporate Governance Report

7. Formalizing collaboration with Qatar University to provide field training for College of Engineering students, fostering knowledge exchange and academic research.
8. Sponsoring the Third Qatar Real Estate Forum as a platinum partner.
9. Organizing recreational events in conjunction with the Arab Workers' Cup at Al-Khor and Barwa Al-Baraha facilities.
10. Hosting World Workers' Day events in partnership with Ras Laffan Social Program and the Ministry of Interior at Al-Khor sports facilities, offering recreational activities to celebrate workers and acknowledge their vital societal role.
11. Conducting awareness events for Workers' National Day in cooperation with the Ministry of Interior and Ras Laffan Social Program at Al-Khor sports facilities.
12. Organizing sports events for employees of Barwa Real Estate and Waseef Company at the Madinatna project.
13. Initiating afforestation efforts across its projects to promote environmental sustainability.
14. Hosting an awareness seminar with Dreama Center for Orphans to highlight its services in orphan care, empowerment, and community integration, reflecting the Company's commitment to social collaboration and partnership while enhancing expertise exchange for the benefit of the target group.
15. Partnering with Vodafone Qatar to provide special offers for employees of Barwa Real Estate.
16. Collaborating with Al Maha Insurance and Qatar Airways to offer special benefits to Barwa Real Estate employees.
17. Allocating portions of Barwa Real Estate projects to the Ministry of Social Affairs and Dreama Center for the housing of underprivileged individuals.

Annex (1): Profiles of the Board of Directors

H.E. Mr. Abdullah bin Hamad Al-Attiyah

Chairman of the Board of Directors

On 8 January 2024, H.E. Mr. Abdullah bin Hamad Al-Attiyah was appointed Minister of Municipality. He possesses extensive professional experience spanning multiple sectors in the state. He began his career with Qatar Petroleum as an Operations Engineer, a position he held until 2011, when he joined RasGas Company Limited as Senior Project Engineer. In 2012, he was appointed Director of Planning and Land Development.

In 2014, H.E. Mr. Al-Attiyah assumed new responsibilities as Acting Executive Director of the Program Management Office at the Supreme Committee for Delivery & Legacy, before being promoted in 2015 to Director of the Technical Office at the Public Works Authority ("Ashghal"). He progressed through various leadership roles until becoming Assistant Chairman of Ashghal. In 2018, he was appointed Vice Chairman of the Board of Directors of Qatar Primary Materials Company, and subsequently entrusted by the Board to serve as Acting Chief Executive Officer of the Company until early May 2018. Notably, in January 2017, he was appointed as a Board Member of Qatari Diar Real Estate Investment Company, before assuming the role of Chief Executive Officer of the Company in July 2018.

H.E. Mr. Al-Attiyah holds a Master of Science in Chemical Engineering from the University of Nottingham, United Kingdom, in addition to a Bachelor of Engineering in Mechanical Engineering from Cardiff University, United Kingdom.

Mr. Faisal bin Abdulwahid Al-Hamadi

Vice Chairman of the Board of Directors

Mr. Faisal bin Abdulwahid Al-Hamadi currently serves at the Qatar Investment Authority (QIA) as Head of Investment for the Qatar Region, responsible for managing both listed and unlisted investments of the QIA across various sectors within the State of Qatar. He joined QIA in 2006 and has held several key positions, including Director of Asset Management from 2008 to 2014. In addition to his role at QIA, Mr. Al-Hamadi has served as Advisor to the Supreme Council for Economic Affairs and Investment, and as Head of Pension Fund Investments at the General Retirement and Social Insurance Authority. He also holds multiple board memberships, including Chairman of Hassad Food Company, Board Member of Qatar Fuel Company, Board Member of Qatar Gas Transport Company (Nakilat), and Board Member of the General Retirement and Social Insurance Authority. Previously, he served as Vice Chairman and Chairman of the Investment Committee at Qatar Electricity & Water Company ("Kahramaa") and as a Board Member of Al Rayan Bank and Songbird Estates in the United Kingdom.

Mr. Al-Hamadi holds a Master of Science in Finance from the American University, United States, and a Bachelor of Business Administration from Qatar University. He also earned the Chartered Financial Analyst (CFA) designation in 2006.

Annex (1): Profiles of the Board of Directors

Mr. Ahmad bin Mohammed Al-Tayeb

Board Member

Mr. Ahmad bin Mohammed Al-Tayeb currently serves as Chief Executive Officer of Barwa Real Estate Group. He possesses over 20 years of experience in capital project management, commercial investments of all types, company formation, and financial management.

He began his professional career with seven years in the Communications and Operations Department of the Special Forces at the Ministry of Interior. He subsequently joined RasGas Company, where he worked for six years across multiple projects. He then served for two years at the Amiri Diwan in Strategic Project Management, followed by two years at the Project Management Office of the Supreme Committee for Delivery & Legacy. Mr. Al-Tayeb later assumed the role of Head of Investment at Al Diyar Al Qataria, managing an investment portfolio valued at USD 35 billion across 20 countries, encompassing more than 50 investment projects. He also serves as Chairman and Board Member of several companies both domestically and internationally.

He holds a Master of Science in Electrical Engineering from the University of Colorado Denver, United States.

H.E. Mr. Nasser bin Sultan Nasser Al-Humaidi

Board Member

H.E. Mr. Nasser bin Sultan Al-Humaidi serves on the boards of several Qatari joint-stock companies. He has been a Board Member of Qatar Fuel Company since 2008 and also serves on the Board of Qatar Cement Company. Additionally, he held the position of Chief Financial Officer of the Qatar Olympic Committee. H.E. Mr. Al-Humaidi is a businessman actively engaged in various commercial and economic activities. He holds a Bachelor's degree in Business Administration.

Mr. Ahmad bin Khalid Al-Ghanem

Board Member

Mr. Ahmad bin Khalid Al-Ghanem currently serves as Director in the Office of the Director General of the Civil Defense Department at the Ministry of Interior. Previously, he held the positions of Director of the Prevention Department and Head of the Engineering Plans Section. Mr. Al-Ghanem has also been a member of several committees, including the Engineers' Admission Committee representing the Ministry of Interior and Civil Defense, and the Planning Requirements Review Committee at the Ministry of Municipality and Environment. He was a member of the Technical Committee for

the FIFA World Cup Qatar 2022, and has participated in numerous coordination meetings for major national projects. Additionally, he represented the General Directorate of Civil Defense in meetings of Civil Defense Directors within the Gulf Cooperation Council. He holds a Bachelor's degree in Engineering from Eastern Kentucky University (EKU), United States.

Dr. Abdulrahman bin Mohammed Al- Khayarin

Board Member

Dr. Abdulrahman bin Mohammed Al- Khayarin served as Chief Executive Officer of Wadam Food Company and has prior experience in real estate investment with Al Diyar Al Qataria. He is a registered real estate expert with the Ministry of Justice and currently serves on the Board of Directors of Al Rayan Bank. Dr. Al- Khayarin holds multiple academic qualifications, most recently a Doctorate in Urban Planning from the University of Wales Trinity Saint David, United Kingdom.

Mr. Hamad bin Dashan Al-Qahtani

Board Member

Mr. Hamad bin Dashan Al-Qahtani has held several positions at Qatar Development Bank. He currently serves as General Manager of the "Bedaya" Center and previously held the position of General Manager of the Qatar Business Incubation Center. He also served as Head of SME Incubation and Acceleration, and held roles as Senior Director of Client Relations in the Project Finance Department, before being promoted to Department Head. Prior to joining Qatar Development Bank, Mr. Al-Qahtani worked at Commercial Bank as Director of Client Relations in the Project Finance Department, following seven years of service at QatarEnergy. He holds a Bachelor's degree in Software Development from Leeds Metropolitan University, United Kingdom, and a Postgraduate Diploma in Computer Science from the University of Ottawa, Canada.

Mr. Fahad bin Ahmad Al-Kuwari

Secretary of the Board of Directors

Mr. Fahad bin Ahmad Al-Kuwari holds a Bachelor of Science degree from Qatar University, awarded in 1996. He has worked in various positions at Barwa, including Assistant Secretary to the Board of Directors, Director of Property Management, and Project Operations Manager. Prior to joining Barwa, he served in multiple roles at the Public Works Authority and the Ministry of Municipality and Agriculture, specifically in sanitation affairs, and also worked in Public Relations within the Ports Department of the Ministry of Transport.

Director's assessment of Internal control over financial reporting

General

The Board of Directors of Barwa Real Estate Company Q.P.S.C and its consolidated subsidiaries (are referred to as the "Group") is responsible for establishing and maintaining adequate internal control over financial reporting ("ICOFR") as required by Qatar Financial Markets Authority ("QFMA"). Our internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the Group's consolidated financial statements for external reporting purposes in accordance with International Financial Reporting Standards (IFRS). ICOFR also includes our disclosure controls and procedures designed to prevent misstatements.

Risks in financial reporting

The main risks in financial reporting are that either the consolidated financial statements are not presented fairly due to inadvertent or intentional errors or the publication of consolidated financial statements is not done on a timely basis. A lack of fair presentation arises when one or more financial statement accounts 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 consolidated financial statements.

To confine those risks of financial reporting, the Group has established ICOFR with the aim of providing reasonable but not absolute assurance against material misstatements. We have also assessed the design, implementation and operating effectiveness of the Group's ICOFR based on the criteria established in Internal Control Integrated Framework 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 the adequacy of a control system. As a result, in establishing ICOFR, 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 consolidated financial statements;
- Valuation / Measurement - assets, liabilities and transactions are recorded in the financial reports at the appropriate amounts;
- Rights and Obligations and ownership - rights and obligations are appropriately recorded as assets and liabilities; and
- Presentation and disclosures - classification, disclosure and presentation of financial reporting is appropriate.

However, any internal control system, including ICOFR, no matter how well designed 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. Furthermore, 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.

Functions Involved in the System of Internal Control over Financial Reporting

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

Organization of the internal control system

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 consolidated 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 consolidated financial statement preparation process;
- Are preventative or detective in nature;
- Have a direct or indirect impact on the consolidated financial statements themselves. Controls which have an indirect effect on the consolidated financial statements include entity level controls and Information Technology 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; and
- 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 group of individuals such as authorization of transactions.

Director's assessment of Internal control over financial reporting

Measuring Design, Implementation and Operating Effectiveness of Internal Control

For the financial year 2025, the Group has undertaken a formal evaluation of the adequacy of the design, implementation and operating effectiveness of the system of ICOFR considering:

- The risk of misstatement of the consolidated financial statement line items, considering such factors as materiality and the susceptibility of the financial statement item to misstatement; and
- 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, timing and extent of evidence that management requires in order to assess whether the design, implementation and operating effectiveness 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.

The evaluation has included an assessment of the design, implementation, and operating effectiveness of controls within various processes including revenue, receivables and receipts, procurement, payables and payments, leases, financial and non-financial investments, cash and treasury, human resources and payroll, investment and trading properties, property, general ledger and financial reporting, fixed assets, technology and systems controls, and entity level controls.

The evaluation also included an assessment of the design, implementation, and operating effectiveness of Entity Level Controls, and Disclosure Controls.

As a result of the assessment of the design, implementation, and operating effectiveness of ICOFR, management did not identify any material weaknesses and concluded that ICOFR is appropriately designed, implemented, and operated effectively as of December 31, 2025.

Shari'a Supervisory Board Report

In the name of Allah the merciful

Fatwa and sharia compliance authority report regarding barwa real estate co.

Alhamdulillah and Peace be upon His prophet Mohammed, his family, companions and followers.

We at the Fatwa and Shari'a Supervisory Authority of Barwa Real Estate Company, have checked the applied principles and the transactions related to contracts, as well as the applications which the company had implemented during the year ended 31 December 2025, and carried out the required check for giving our opinion about whether the company has complied with the provisions and principles of the Islamic Shari'a and the fatwas, decisions and specific directives previously issued from our part.

The Authority through its executive member has carried out the check which included inspecting the documentation and the adopted procedures, on the basis of examining each kind of the transactions, and in our opinion:

1. The contracts, transactions and dealings which the company concluded during the year ended 31 December 2025, which we have perused were accomplished in accordance with the provisions of the Islamic Shari'a.
2. The profit distribution and loss bearing on the investment accounts, complies with the basis approved by us in accordance with the provisions and principles of Islamic Shari'a.
3. The Charity computation (Zakat) was in accordance with the provisions and principles of Islamic Shari'a.

We seize this opportunity to express our gratitude and appreciation to the company's management for its positive response and cooperation with the Authority, and to all the shareholders and dealers with Barwa, asking God to bless their efforts for serving the Islamic economy and developing our Country in a manner that achieves welfare for all.

Dr. Osama Qais Al Dereai

Executive Member of Shari'a Supervisory Board of Barwa Real Estate



04

**FINANCIAL
REPORT**

FINANCIAL REPORT

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of
Barwa Real Estate Company Q.P.S.C.

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Barwa Real Estate Company Q.P.S.C. (the "Company") and its subsidiaries (together referred as the "Group"), which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2025 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting standards as issued by the International Accounting Standards Board (IASB).

Basis for Opinion

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current year. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matter below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Key Audit Matter	How our audit addresses the key audit matter
<p>Valuation of investment properties</p> <p>The Group owns investment properties which are measured at fair value. The fair value of Group's investment properties at 31 December 2025 amounted to QR 32,010,374 thousand (2024: QR 31,347,223 thousand), which represents 85.4% of the Group's total assets as at 31 December 2025 (2024: 84.3%).</p> <p>The investment properties include completed properties, properties under construction and plots of land. Majority of the investment properties, i.e. 99.12% (2024: 98.94%), are located in the State of Qatar.</p> <p>We identified valuation of the Group's investment properties as a key audit matter because of the significance of investment properties to the Group's total assets and the fair valuation of investment properties is inherently subjective and requires significant management judgement and estimation.</p> <p>Investment properties, the relevant accounting policies and, the judgements and assumptions applied by the management are disclosed in Note 12.</p>	<p>Our audit procedures included the following key areas, among others:</p> <ul style="list-style-type: none"> We performed walkthrough procedures and obtained understanding of the controls relating to the valuation of investment properties, including valuation methods, assumptions and estimates used in the valuation of investment properties. We assessed the competence, capabilities and objectivity of the external valuer appointed by the management along with the terms of appointment and the scope of work. We involved our internal valuation specialists on a selected sample of properties to assess: <ol style="list-style-type: none"> Whether the valuation approach and methodology used by the management are in accordance with generally accepted valuation standards practices; and The appropriateness of assumptions and data used in the valuation, such as rental rates, operating costs, terminal value, growth rates, weighted average cost of capital, occupancy and market comparable prices where applicable. We checked the arithmetical accuracy of the valuations on a sample basis. We tested the accounting entries on a sample basis in the books in relation to the change in fair value of investment properties. We assessed the adequacy of the related disclosures in the consolidated financial statements, including the disclosure of key assumptions and judgments.

Other Information Included in the Group's 2025 Annual Report

Other information consists of the information included in the Group's 2025 Annual Report, other than the consolidated financial statements and our auditor's report thereon. Management is responsible for the other information. The Group's 2025 Annual Report is expected to be made available to us after the date of this auditor's report.

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

FINANCIAL REPORT

INDEPENDENT AUDITOR'S REPORT

Responsibilities of Management and the Board of Directors for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting standards as issued by the IASB, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

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

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

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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

We also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Legal and Other Regulatory Requirements

Furthermore, in our opinion, proper books of account have been kept by the Company, an inventory count has been conducted in accordance with established principles and the consolidated financial statements comply with the Qatar Commercial Companies' Law No. 11 of 2015, whose certain provisions were subsequently amended by Law No. 8 of 2021 and the Company's Articles of Association. We have obtained all the information and explanations we required for the purpose of our audit, and are not aware of any violations of the above mentioned law or the Articles of Association having occurred during the year, which might have had a material adverse effect on the Group's financial position or performance.

Ziad Nader

of Ernst and Young

Auditor's Registration No. 258

Doha – Qatar

09 February 2026

FINANCIAL REPORT

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	Notes	2025 QR'000	2024 QR'000
ASSETS			
Cash and bank balances	4	1,767,825	2,734,027
Financial assets at fair value through profit or loss	5	130,750	118,824
Receivables and prepayments	6	1,048,851	1,147,380
Inventories		10,696	10,477
Trading properties	7	656,095	546,438
Due from related parties	8	84,610	68,834
Financial assets at fair value through other comprehensive income	10	816,082	239,437
Advances for projects and investments	11	286,715	269,138
Investment properties	12	32,010,374	31,347,223
Property, plant and equipment	13	435,361	467,730
Right-of-use assets	14	2,930	3,720
Investments in associates	15	3,985	8,080
Deferred tax assets	17	4,896	5,487
Goodwill	16	126,411	126,411
		37,385,581	37,093,206
Assets held for sale	9	78,705	73,743
TOTAL ASSETS		37,464,286	37,166,949
LIABILITIES AND EQUITY			
LIABILITIES			
Payables and other liabilities	18	842,788	950,008
Due to related parties	8	168,394	149,409
Provisions	19	58,641	170,556
Lease liabilities	21	220,917	203,572
Obligations under Islamic finance contracts	22	12,989,070	13,060,237
End of service benefits	20	148,348	139,864
Deferred tax liabilities	17	6,234	6,535

	Notes	2025 QR'000	2024 QR'000
		14,434,392	14,680,181
Liabilities directly associated with the assets held for sale	9(ii)	609	1,491
TOTAL LIABILITIES		14,435,001	14,681,672
EQUITY			
Share capital	23	3,891,246	3,891,246
Legal reserve	24	2,153,494	2,148,008
General reserve	25	4,639,231	4,639,231
Other reserves	26	(296,565)	(336,607)
Retained earnings		12,464,301	11,966,414
Total equity attributable to equity holders of the Parent		22,851,707	22,308,292
Non-controlling interests		177,578	176,985
Total equity		23,029,285	22,485,277
TOTAL LIABILITIES AND EQUITY		37,464,286	37,166,949

These consolidated financial statements were authorised for issuance by the Board of Directors on 9 February 2026 and signed on their behalf by:

H.E. Abdulla Bin Hamad Al-Attayah

Chairman

Eng. Ahmad Mohammad Al-Tayeb

Group Chief Executive Officer & Board Member

The attached explanatory notes 1 to 48 form an integral part of these consolidated financial statements.

FINANCIAL REPORT

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

For the year ended 31 December 2025

	Notes	2025 QR'000	2024 QR'000
Rental income	28.1	1,482,393	1,441,207
Rental operation expenses	27	(306,348)	(293,812)
Net rental income		1,176,045	1,147,395
Income from consultancy and other services	28.2	367,124	382,052
Consultancy and other services expenses	29	(259,886)	(281,644)
Net consulting and other service income		107,238	100,408
Sale of property and construction services	30	8,637	91,224
Cost of sale of property and construction services	30	(7,888)	(77,291)
Profit on sale of property and construction services		749	13,933
Net fair value gain on investment properties	12	646,185	825,643
Gain from disposal of a subsidiary	43.2d	-	67
Share of results of associates	15	1,109	32
Gain / (loss) on revaluation of financial assets at fair value through profit or loss	5	12,036	(1,792)
Gain from sale of non-current asset held for sale	9	21,298	4,899
General and administrative expenses	31	(217,811)	(209,559)
Net impairment loss	32	(41,064)	(17,462)
Other income	33	104,670	46,118
Operating profit before finance cost, depreciation, amortisation and income tax		1,810,455	1,909,682
Finance income	34	111,468	171,499
Finance cost	34	(639,279)	(795,485)
Net finance cost		(527,811)	(623,986)
Profit before depreciation, amortisation and income tax		1,282,644	1,285,696
Depreciation	13	(10,467)	(13,106)

	Notes	2025 QR'000	2024 QR'000
Amortisation of right-of-use assets	14	(790)	(4,061)
Profit before income tax and zakat		1,271,387	1,268,529
Tax and zakat expense	17	(31,575)	(11,143)
Profit from continuing operation		1,239,812	1,257,386
Net Profit / (loss) after tax from discontinued operations	43.2d	563	(16,173)
Profit for the year		1,240,375	1,241,213
:Attributable to			
Equity holders of the Parent		1,243,162	1,236,149
Non-controlling interests	44	(2,787)	5,064
		1,240,375	1,241,213
Basic and diluted earnings per share (attributable to equity holders of the Parent expressed in QR per share)	35	0.3195	0.3177
Basic and diluted earnings per share for continuing operations (attributable to equity holders of the Parent expressed in QR per share)		0.3193	0.3218

The attached explanatory notes 1 to 48 form an integral part of these consolidated financial statements.

FINANCIAL REPORT

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2025

	Notes	2025 QR'000	2024 QR'000
Profit for the year		1,240,375	1,241,213
Other comprehensive income			
Other comprehensive income to be reclassified to profit or loss in subsequent periods:			
Exchange differences on translation of foreign operations	36	30,566	(125)
Other comprehensive income that will not be reclassified to profit or loss in subsequent periods			
Net change in the fair value of financial assets at fair value through other comprehensive income	36	1,372	(7,834)
Other reserves	36	-	1,034
Other comprehensive income / (loss) for the year		31,938	(6,925)
Total comprehensive income for the year		1,272,313	1,234,288
Attributable to:			
Equity holders of the Parent		1,274,918	1,229,296
Non-controlling interests		(2,605)	4,992
		1,272,313	1,234,288

The attached explanatory notes 1 to 48 form an integral part of these consolidated financial statements.

FINANCIAL REPORT

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2025

	Attributable to equity holders of the Parent						Non-controlling interests	Total Equity
	Share capital	Legal reserve	General reserve	Other reserves	Retained earnings	Total		
	QR'000	QR'000	QR'000	QR'000	QR'000	QR'000		
Balance at 1 January 2025	3,891,246	2,148,008	4,639,231	(336,607)	11,966,414	22,308,292	176,985	22,485,277
Profit for the year	-	-	-	-	1,243,162	1,243,162	(2,787)	1,240,375
Other comprehensive income for the year	-	-	-	31,756	-	31,756	182	31,938
Total comprehensive income / (loss) for the year	-	-	-	31,756	1,243,162	1,274,918	(2,605)	1,272,313
Transfer to legal reserve	-	5,486	-	-	(5,486)	-	-	-
Contribution to the Social and Sports Fund (Note 38)	-	-	-	-	(31,079)	(31,079)	-	(31,079)
Reclassification of fair value reserve on disposal of financial assets at fair value through other comprehensive income	-	-	-	8,286	(8,286)	-	-	-
Liquidation of a subsidiary 43.2 (e)	-	-	-	-	-	-	7,698	7,698
Transactions with shareholders in their capacity as owners:	-	-	-	-	(700,424)	(700,424)	-	(700,424)
Dividends for 2024 (Note 37)	-	-	-	-	-	-	(4,500)	(4,500)
Dividend paid to Non-controlling interest	-	-	-	-	-	-	(4,500)	(4,500)
Balance at 31 December 2025	3,891,246	2,153,494	4,639,231	(296,565)	12,464,301	22,851,707	177,578	23,029,285

	Attributable to equity holders of the Parent						Non-controlling interests	Total Equity
	Share capital	Legal reserve	General reserve	Other reserves	Retained earnings	Total		
	QR'000	QR'000	QR'000	QR'000	QR'000	QR'000		
Balance at 1 January 2024	3,891,246	2,069,055	4,639,231	(354,053)	11,564,845	21,810,324	171,993	21,982,317
Profit for the year	-	-	-	-	1,236,149	1,236,149	5,064	1,241,213
Other comprehensive loss for the year	-	-	-	(6,853)	-	(6,853)	(72)	(6,925)
Total comprehensive (loss) / income for the year	-	-	-	(6,853)	1,236,149	1,229,296	4,992	1,234,288
Transfer to Legal Reserve	-	78,953	-	-	(78,953)	-	-	-
Contribution to the Social and Sports Fund (Note 38)	-	-	-	-	(30,904)	(30,904)	-	(30,904)
Reclassification of fair value reserve on disposal of financial assets at fair value through other comprehensive income	-	-	-	24,299	(24,299)	-	-	-
Transactions with shareholders in their capacity as owners:								
Dividends for 2023 (Note 37)	-	-	-	-	(700,424)	(700,424)	-	(700,424)
Balance at 31 December 2024	3,891,246	2,148,008	4,639,231	(336,607)	11,966,414	22,308,292	176,985	22,485,277

FINANCIAL REPORT

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2025

	Notes	2025 QR'000	2024 QR'000
Profit before tax from continuing operation		1,271,387	1,256,243
Loss before tax from discontinued operation		563	10,464
Net profit before tax		1,271,950	1,266,707
Adjustments for:			
Finance cost		626,852	777,035
Unwinding of deferred finance cost		12,427	18,450
Finance income	34	(111,468)	(171,499)
Net fair value gain on investment properties	12	(646,185)	(825,643)
Depreciation	13	32,750	34,011
Amortisation of right-of-use assets	14	790	4,061
Share of results of associates	15	(1,109)	(32)
Provision for end of service benefit	20	24,593	16,452
Net impairment losses	32	41,064	17,462
Impairment of non-current assets held for sale	43.2 (d)	-	9,452
Gain from disposal of a subsidiary	43.2 (d)	-	(67)
Gain from sale of non-current asset held for sale		(21,298)	(4,899)
Loss on financial assets at fair value through profit or loss	5	(12,036)	1,792
Other income		(104,670)	(46,117)
Operating gain before working capital changes		1,113,660	1,097,165
Changes in working capital:			
Change in receivables and prepayments		140,010	2,912,010
Change in inventories		(219)	(627)
Change in trading properties		(56,876)	53,421
Change in amounts due from / due to related parties		(191,236)	(54,359)
Change in Assets classified as held for sale		(4,732)	-
Change in Liabilities related to assets classified as held for sale		(882)	-
Change in provisions		(111,915)	(38,496)
Change in payables and accruals		(105,837)	(208,263)
Cash flows from operations		781,973	3,760,851
End of service benefit paid		(16,109)	(11,201)
Income tax paid		(8,886)	(15,199)

NET CASH FLOWS GENERATED FROM OPERATING ACTIVITIES		756,978	3,734,451
INVESTING ACTIVITIES			
Finance income received		122,207	135,140
Dividends received from an associate		-	15,927
Payments for investment properties		(137,742)	(161,612)
Proceeds from non-current assets held for sale		70,667	48,000
Net payments for financial assets at fair value through other comprehensive income		(575,274)	(149,366)
Net advances paid for purchase of projects and investments		(22,516)	(82,473)
Payments for purchase of property, plant and equipment		(9,697)	(11,851)
Proceeds from sale of property, plant and equipment		578	300
Dividend income received		35,509	7,466
Net receipts from financial assets at fair value through profit or loss		174	39,014
Net proceeds from sale of a subsidiary		-	72,499
Proceeds from liquidation of an associate	15	-	1,599
Net movement in short term deposits maturing after three months		817,808	(2,047,625)
NET CASH FLOWS FROM / (USED IN) INVESTING ACTIVITIES		301,714	(2,132,982)
FINANCING ACTIVITIES			
Finance cost paid		(498,751)	(603,761)
Proceeds from obligations under Islamic finance contracts	22	-	806,725
Payments for obligations under Islamic finance contracts	22	(199,267)	(1,541,264)
Dividend paid to non-controlling interest		411	-
Dividends paid		(516,698)	(586,730)
Payment of lease liabilities	21	(13,360)	(19,814)
Change in restricted bank balances		8,115	14,008
NET CASH FLOWS USED IN FINANCING ACTIVITIES		(1,219,550)	(1,930,836)
NET DECREASE IN CASH AND CASH EQUIVALENTS		(160,858)	(329,367)
Net foreign exchange difference		19,851	6,989
Cash and cash equivalents at 1 January		557,534	879,912
CASH AND CASH EQUIVALENTS AT 31 DECEMBER	4	416,527	557,534

Note:

(i) Depreciation for the year ended 31 December 2025 includes an amount of QR 22,283 thousand charged to rental & consulting operation and other services expenses (Note 29) in the consolidated statement of profit or loss (2024 - QR 20,905 thousand).

FINANCIAL REPORT

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 December 2025

1. CORPORATE INFORMATION AND PRINCIPAL ACTIVITIES

Barwa Real Estate Company Q.P.S.C. ("the Company" or "the Parent") was incorporated pursuant to the provision of Article 68 of the Qatar Commercial Companies Law No. 5 of 2002 as Qatari Shareholding Company under Commercial Registration No. 31901 dated 27 December 2005. The term of the Company is 100 years starting from the date of declaration in the Commercial Register. The Company is a listed entity on the Qatar Exchange.

The Company's registered office address is P.O. Box 27777, Barwa Al Sadd Towers, Tower No.1, Suhaim Bin Hamad Street, Zone 38, Street 231, Building No. 83, Doha, State of Qatar.

The principal activities of the Company and its subsidiaries (together, "the Group") include investment in all types of real estate including acquiring, reclamation, dividing, developing and reselling of land and to establish agricultural, industrial, commercial projects on land, or lease those land, and also buying, selling and leasing buildings or projects. It also administers and operates real estate investments in and outside the State of Qatar. The Group is engaged in the business of developing domestic and international real estate projects, investing, hotels ownership and management, projects consulting and others.

The consolidated financial statements comply with the requirements of Qatar Commercial Companies Law No. 11 of 2015, whose provisions were subsequently amended by Law No. 8 of 2021.

2. SIGNIFICANT EVENTS IN THE CURRENT REPORTING YEAR

The consolidated financial position and performance of the Group was particularly affected by the following events and transactions during the reporting year:

- During the year the Group signed two refinancing agreements for its Obligations under Islamic Finance contracts with Qatar National Bank, amounting to USD 557 Million. The new financing term have been extended until June 2031. The refinancing aligns with the Group's strategy aimed at strengthening its financial position and maximizing the benefits of its cash flow.
- During the year the Group sold a plot of land located in Al Wakra for a total sales value of QR 114.7 Million. An amount of QR 64.7 Million has been collected during the year. Subsequent to the year-end, the remaining sales proceeds of QR 50 Million have been collected in full during the month of January 2026.

3. SEGMENT INFORMATION

The Group has three reportable segments, as described below, which are the Group's strategic divisions. The strategic divisions offer different businesses and are managed separately because they require different expertise. For each of the strategic divisions, the Group's top management (the chief operating decision maker) reviews internal management reports on a regular basis. The real estate segment develops, sells and lease condominiums, villas and plots of land. Business services segment provides business support services and other services.

The operating segments are monitored and strategic decisions are made on the basis of adjusted segment operating results, which are considered as a measure of the individual segment's profit or losses.

Operating segments

Details of the operating segments are presented as follows:

For the year ended 31 December 2025	Real estate QR'000	Business services QR'000	Other services QR'000	Eliminations QR'000	Total QR'000
Revenues and gains					
External parties					
- Sale of property and construction services	-	8,637	-	-	8,637
- Rental income	1,482,393	-	-	-	1,482,393
- Income from consultancy and other related services	-	250,004	117,120	-	367,124
- Net fair value gain on investment properties	646,185	-	-	-	646,185
- Gain from sale of non-current asset held for sale	21,298	-	-	-	21,298
- Gain on revaluation of Financial assets at FV through profit or loss	12,036	-	-	-	12,036
- Others	48,221	-	56,449	-	104,670
Internal segments	76,163	157,409	150	(233,722)	-
Total revenues and gains	2,286,296	416,050	173,719	(233,722)	2,642,343
Segment profit	1,727,322	47,488	80,578	(14,270)	1,841,118
- Share of results of associates	-	-	1,109	-	1,109
- Net finance cost	(546,731)	1,266	17,654	-	(527,811)
- Net Impairment loss	(8,141)	(21,338)	(11,585)	-	(41,064)
- Depreciation and amortisation	(16,132)	(3,646)	(13,762)	-	(33,540)
Profit/ (loss) for the year from continuing operation	1,156,318	23,770	73,994	(14,270)	1,239,812

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For the year ended 31 December 2025

Operating segments (continued)

For the year ended 31 December 2024	Real estate	Business services	Other services	Eliminations	Total
	QR'000	QR'000	QR'000	QR'000	QR'000
Revenues and gains					
External parties					
- Sale of property and construction services	69,329	21,895	-	-	91,224
- Rental income	1,441,207	-	-	-	1,441,207
- Income from consultancy and other related services	-	257,029	125,023	-	382,052
- Net fair value gain on investment properties	825,643	-	-	-	825,643
- Gain from disposal of subsidiary	67	-	-	-	67
- Gain from sale of non-current asset held for sale	4,899	-	-	-	4,899
- Others	-	-	46,117	-	46,117
Internal segments	58,305	138,310	-	(196,615)	-
Total revenues and gains	2,399,450	417,234	171,140	(196,615)	2,791,209
Segment profit	1,795,147	44,922	91,968	4,837	1,936,874
-Share of results of associates	-	-	32	-	32
-Net finance cost	(636,887)	12,301	600	-	(623,986)
-Net Impairment reversal / (loss)	60,201	(61,713)	(15,950)	-	(17,462)
-Depreciation and amortisation	(9,657)	(7,535)	(20,880)	-	(38,072)
Profit/ (loss) for the year from continuing operation	1,208,804	(12,025)	55,770	4,837	1,257,386

Notes:

- Inter-segment revenues are eliminated at consolidation level.
- Rental income include income from ancillary and other related services of QR 66,183 thousand (2024: QR 47,110 thousand)

The following table presents segment assets and liabilities of the Group's operating segments as at 31 December 2025 and 2024:

At 31 December 2025	Real estate	Business services	Other services	Eliminations	Total
	QR'000	QR'000	QR'000	QR'000	QR'000
Current assets	3,715,371	325,307	99,639	-	4,140,317
Non-current assets	32,743,844	1,657,204	151,221	(1,228,300)	33,323,969
Total assets	36,459,215	1,982,511	250,860	(1,228,300)	37,464,286
Current liabilities	(2,166,666)	(202,749)	(40,720)	-	(2,410,135)
Non-current liabilities	(13,046,707)	(860,803)	(160,210)	2,042,854	(12,024,866)
Total liabilities	(15,213,373)	(1,063,552)	(200,930)	2,042,854	(14,435,001)
Investment in associates	-	-	3,985	-	3,985
Capital expenditures (i)	258,195	-	-	-	258,195
At 31 December 2024	Real estate	Business services	Other services	Eliminations	Total
	QR'000	QR'000	QR'000	QR'000	QR'000
Current assets	3,952,949	362,549	64,174	-	4,379,672
Non-current assets	31,514,341	1,681,166	151,301	(559,531)	32,787,277
Total assets	35,467,290	2,043,715	215,475	(559,531)	37,166,949
Current liabilities	(3,137,084)	(290,179)	(19,999)	-	(3,447,262)
Non-current liabilities	(11,793,477)	(843,115)	(133,124)	1,535,306	(11,234,410)
Total liabilities	(14,930,561)	(1,133,294)	(153,123)	1,535,306	(14,681,672)
Investment in associates	-	-	8,080	-	8,080
Capital expenditures (i)	194,842	-	-	-	194,842

Note:

- Capital expenditure consists of additions and capitalised finance cost to trading properties (Note 7), investment properties (Note 12) and property, plant and equipment (Note 13).

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For the year ended 31 December 2025

3 SEGMENT INFORMATION (CONTINUED)

The Group's revenue from external parties and information about its segment of non-current assets by geographical location are detailed below:

	Revenue from external parties		Non-current assets	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
	QR'000	QR'000	QR'000	QR'000
State of Qatar	2,618,812	2,697,339	33,041,812	32,091,337
Other GCC countries	13,478	16,166	187,753	548,800
Europe & North Africa	10,053	77,704	94,404	147,140
	2,642,343	2,791,209	33,323,969	32,787,277

Accounting policy:

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components, whose operating results are reviewed regularly by the Group's top management (being the chief operating decision maker) to make decisions about resources allocated to each segment and assess its performance, and for which discrete financial information is available. Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker.

4. CASH AND BANK BALANCES

	2025	2024
	QR'000	QR'000
Cash on hand	4,835	512
Short-term deposits (ii)	1,337,837	2,151,960
Current accounts	233,751	342,006
Call accounts	112,372	153,362
Restricted bank balances (iii)	76,700	84,916
Margin bank accounts	4,099	3,998
	1,769,594	2,736,754

	2025	2024
	QR'000	QR'000
Allowance for expected credit loss (Note 32)	(1,769)	(2,727)
Total cash and bank balances	1,767,825	2,734,027
Short-term deposits maturing after 3 months	(1,280,352)	(2,098,160)
Restricted bank balances and margin accounts	(80,799)	(88,914)
Allowance for expected credit loss	1,769	2,727
Cash and cash equivalents for continuing operation	408,443	549,680
Bank balances included in Assets held for sale (Note 9)	8,084	7,854
Cash and cash equivalents	416,527	557,534

Notes:

- Cash and cash equivalents includes fixed deposits with maturity dates from one to three months amounting to QR 57,485 thousand (2024: QR 53,800 thousand).
- Short-term deposits are made for varying periods depending on cash requirements of the Group with original maturity period equal to or less than twelve months at commercial market profit rates.
- Restricted bank balances are restricted mainly to cover certain bank guarantees issued by the Group and the dividends yet unclaimed by the Parent's shareholders.

Balances with banks are assessed to have low credit risk of default since these banks are highly regulated by the central banks of the respective countries. Accordingly, management of the Group estimates the allowance for expected credit loss on balances with banks at the end of the reporting period at an amount equal to 12 month expected credit loss (ECL), taking into account the historical default experience and the current credit ratings of the bank. None of the balances with banks at the end of the reporting period are past due.

Accounting Policy:

Cash and cash equivalents

Cash and short-term deposits in the consolidated statement of financial position comprise cash at banks and on hand and short-term highly liquid deposits with a maturity of three months or less, that are held for the purpose of meeting short-term cash commitments and are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above.

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For the year ended 31 December 2025

5. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS (FVTPL)

	2025	2024
	QR'000	QR'000
Investments in equity securities:		
Quoted	130,750	118,824
	2025	2024
	QR'000	QR'000
At 1 January	118,824	159,473
Acquired during the year	-	23,360
Disposals	(110)	(62,217)
Fair value gain/(loss)	12,036	(1,792)
At 31 December	130,750	118,824

Accounting Policy:

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI are measured at FVTPL.

Dividend income from investments is recognised as other income in the consolidated statement of profit or loss when the Group's right to receive payment is established.

The gain or loss on disposal of financial assets carried at FVTPL are recognised as a difference between the sale proceeds and carrying value of the financial assets as on the transaction date and recognised in the consolidated statement of profit or loss. Any change in fair value due to movement in market price of the equity securities is recognised in the consolidated statement of profit or loss.

6. RECEIVABLES AND PREPAYMENTS

Receivables and prepayments are segregated between non-current and current portion as follows:

2025	Non-current	Current	Total
	QR'000	QR'000	QR'000
Trade receivables (i)	769,573	433,096	1,202,669
Prepaid expenses	-	9,752	9,752
Accrued income	-	89,608	89,608
Refundable deposits	20,539	-	20,539
Staff receivables	-	16,777	16,777
Accrued profit on Islamic financial deposits	-	27,911	27,911
Other receivables	-	60,942	60,942
Allowance for expected credit loss of trade receivables	(76,020)	(250,431)	(326,451)
Allowance for expected credit loss of other receivables	-	(52,896)	(52,896)
	714,092	334,759	1,048,851

2024	Non-current	Current	Total
	QR'000	QR'000	QR'000
Trade receivables (i)	775,102	673,556	1,448,658
Prepaid expenses	-	14,712	14,712
Accrued income	1,924	80,031	81,955
Refundable deposits	20,957	-	20,957
Staff receivables	-	18,012	18,012
Accrued profit on Islamic financial deposits	-	38,649	38,649
Other receivables	-	69,801	69,801
Allowance for expected credit loss of trade receivables	(60,359)	(436,594)	(496,953)
Allowance for expected credit loss of other receivables	-	(48,411)	(48,411)
	737,624	409,756	1,147,380

(i) Trade receivable amounting to QR 769,573 thousand (2024: QR 775,102 thousand) relating to the Public Partnership Agreement signed in 2020 between one of the Group's subsidiaries and the Public Works Authority "Ashghal". For further details refer to Note 30(i).

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At 31 December 2025, allowance for expected credit loss on trade receivables amounting to QR 326,451 thousand (2024: QR 496,953 thousand) were impaired and fully provided for. Movements in the allowance for expected credit loss of trade receivables is as follows:

	2025 QR'000	2024 QR'000
At 1 January	496,953	524,145
Allowance charge for the year (Note 32)	53,167	325,233
Reversal of provision (Note 32)	(34,979)	(348,053)
Written off	(188,690)	(4,137)
Other adjustments	-	(235)
At 31 December	326,451	496,953

The allowance for expected credit loss of trade receivables as at 31 December 2025 and 31 December 2024 were determined as follows for trade receivables. As the Group's historical credit loss experience does not show significantly different loss patterns for different customer segments, the provision for expected credit loss is based on past due status is not further distinguished between the Group's different customer segments:

31 December 2025	Not due	Current	31-60 days past due	61-120 days past due	More than 120 days past due	Total
Expected loss rate	9.88%	0.33%	4.90%	34.70%	84.34%	
Gross carrying amount (QR'000)	769,573	103,427	20,049	24,256	285,364	1,202,669
Allowance for expected credit loss (QR'000)	(76,020)	(345)	(982)	(8,418)	(240,686)	(326,451)

31 December 2024	Not due	Current	31- 60 days past due	61-90 days past due	More than 120 days past due	Total
Expected loss rate	7.79%	4.19%	9.53%	14.87%	85.29%	
Gross carrying amount (QR'000)	775,102	88,648	38,117	52,700	494,091	1,448,658
Allowance for expected credit loss (QR'000)	(60,358)	(3,718)	(3,631)	(7,838)	(421,408)	(496,953)

At 31 December, the ageing of unimpaired trade receivables is as follows:

	Total QR'000	Not due QR'000	Past due but not impaired				More than 120 days QR'000
			0 – 30 days QR'000	31- 60 days QR'000	61- 90 days QR'000	91- 120 days QR'000	
2025	876,218	693,553	103,082	19,067	11,836	4,002	44,678
2024	951,705	714,744	84,930	34,486	24,121	20,741	72,683

Unimpaired receivables are expected, on the basis of past experience, to be fully recoverable.

The Group measures the allowance for expected credit loss of trade receivables at an amount equal to lifetime ECL. The allowance for expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtor operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

Accounting policy:

Trade and other receivables

Trade and other receivables are amounts due from customers for goods sold or services provided in the ordinary course of business. Trade and other receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. If collection of the amounts is expected in one year or less they are classified as current assets. If not, they are presented as non-current assets. Trade receivables are generally due for settlement within 30 days.

7. TRADING PROPERTIES

	2025 QR'000	2024 QR'000
Properties available for sale (A)	81,921	26,080
Properties under development (B)	574,174	520,358
	656,095	546,438

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(A) Movements of properties available for sale during the year were as follows:

	2025	2024
	QR'000	QR'000
At 1 January	26,080	26,080
Additions	55,841	-
At 31 December	81,921	26,080

(B) Movements in the properties under development during the year were as follows:

	2025	2024
	QR'000	QR'000
At 1 January	520,358	595,520
Cost of sold property (Note 30)	-	(52,166)
Additions	18,444	-
Transferred from investment properties (Note 12)	35,439	-
Adjustment relating to net realizable value (Note 32)	(67)	(22,213)
Foreign exchange adjustments	-	(783)
At 31 December	574,174	520,358

Notes:

(i) The Group performed an estimate realizable value of its trading properties at year end. Independent accredited property appraisers were engaged to provide relevant commercial and marketing inputs to this process and to advise on current market trends in areas such as achievable market prices. The exercise revealed that the fair values less costs to sell being the net realizable value were higher than the carrying amount of the trading properties at 31 December 2025 and 31 December 2024 except for the properties for which a write down to net realizable value has been made.

(ii) Description of valuation techniques used by the Company and key inputs to determine net realisable value of the Group's trading properties are as follows:

Type of Properties	Valuation technique	Significant unobservable inputs	Range (weighted average)	
			2025	2024
Residential Properties	DCF method	Discount rate	7.80%	Not applicable
Land bank	Direct comparison	Estimated land value per sqm	QR 1,453 – 11,722	QR 1,453-12,271

Sensitivity analysis

At 31 December 2025, if land value per sqm for trading properties (valued using direct comparison approach) had been higher/lower by 1% with all other variables held constant, the calculated net realisable value adjustment on trading properties for the year would have been QR 6,257 thousand lower / higher (2024: QR 6,188 thousand lower / higher).

At 31 December 2025, if discount rate for trading properties (valued using discounted cash flow method) had been higher/lower by 1% with all other variables held constant, the calculated net realizable value on trading properties for the year would have been QR 2,394,532 thousand lower and QR 2,780,806 thousand higher.

Accounting policies:**a) Recognition and classification of trading properties (inventories)**

Trading properties are real estate properties (including non-developed plots of land) that are readily available for sale and Properties under development are properties in construction phase. These are held for sale in the ordinary course of business rather than to be held for rental or capital appreciation, are carried at the lower of cost and net realizable value. The Group may decide to lease out some units to increase the possibility of selling the properties rather than to earn rental income on a continuing basis and the property is not held for capital appreciation. The Group account for these properties as trading properties and not investment properties as the properties continue to be held exclusively with the view to subsequent disposal in the ordinary course of business. Net realizable value is the estimated selling price in the ordinary course of business, based on market prices at the reporting date and discounted for time factor if material, less the estimated costs of completion and the estimated costs necessary to make the sale.

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Cost include:

- Freehold and leasehold rights for land
- Amounts paid to contractors for construction
- Borrowing costs, planning & design costs, costs of site preparation, professional fees, property transfer taxes, construction overhead and other related costs.

Non refundable commission paid to sales or working agents on the sale of real estate units are expensed when incurred.

Cost of trading properties recognised in the consolidated statement of profit or loss is determined with references to specific costs incurred on the property sold and an allocation of any relative size of the property sold.

b) Sale of trading property

A property is regarded as sold when the control has been transferred to the buyer. For conditional exchanges, sales are recognised only when all the significant conditions are satisfied.

c) Property under development

Where property is under development and agreement has been reached to sell such property when construction is complete, the management considers whether the contract comprises:

- A contract to construct a property

Or

- A contract for the sale of a completed property

Critical accounting judgments and estimates:

Where a contract is judged to be for the construction of a property and based on the nature of these contracts, revenue is recognised over time as construction progresses.

Where the contract is judged to be for the sale of a completed property, revenue is recognised at point in time when the control over the property has been transferred to the buyer. If, however, the legal terms of the contract are such that the construction represents the continuous transfer of work in progress to the purchaser, the percentage-of-completion method of revenue recognition is applied and revenue is recognised as work progresses. Continuous transfer of work in progress is applied when:

- The buyer controls the work in progress, typically when the land on which the development takes place is owned by the final customer

And

- Control over the work in progress in its present state is transferred to the buyer as construction progresses, typically, when the buyer cannot put the incomplete property back to the Group.

In such situations, the percentage of work completed is measured based on the costs incurred up until the end of the reporting period as a proportion of total costs expected to be incurred.

Revenue recognition

Revenue from sale of trading properties is recognised when control over the property is transferred to the buyer, the associated costs can be estimated reliably, and there is no continuing management involvement to the degree usually associated with ownership or effective control over the trading properties sold. In instances where the consideration is to be received over a longer term, the discounted value of the consideration is considered for revenue recognition.

Classification of property

The Group determines whether a property is classified as investment property or trading property. Trading property comprises property that is held for sale in the ordinary course of business. Principally, these are residential and commercial properties that the Group develops and intends to sell before or on completion of construction.

Estimation of net realizable value for trading properties

Trading properties are stated at the lower of cost and net realizable value (NRV). NRV for completed trading properties are assessed with reference to market conditions and prices existing at the reporting date and is determined by the Group having taken suitable external advice and in the light of recent market transactions. NRV for properties under development for which the development is not considered significant yet, is estimated at fair value less cost to sell, with the fair value estimated using the comparable data approach. The most significant inputs represent the market rate per square meter of land and estimated development cost.

8. RELATED PARTY DISCLOSURES

Qatari Diar Real Estate Investment Company Q.S.C. ("QD") incorporated in the State of Qatar is the main shareholder of the Company which owns 45% of the Group's shares including one preferred share that carries preferred rights over the financial and operating policies. The remaining 55% of the shares are traded on the Qatar Stock Exchange.

Related parties comprise of the main shareholder, associates of the Group and entities over which they have the ability to control, jointly control or exercise significant influence in making financial and operating decisions in addition to key management personnel of the Company.

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Related party transactions

Transactions with related parties during the year were as follows:

	2025	2024
	QR'000	QR'000
Income from consultancy and other services - Main shareholder and its subsidiaries	65,870	63,230

Related party balances

Balances with related parties included in the consolidated statement of financial position are as follows:

	Due from related parties		Due to related parties	
	2025	2024	2025	2024
	QR'000	QR'000	QR'000	QR'000
Qatari Diar Real Estate Investment Company Q.S.C. and its Associated companies	82,940	68,575	161,314	137,091
Associate companies	-	-	-	2,480
Other related parties	1,670	259	7,080	9,838
	84,610	68,834	168,394	149,409

Current and non-current portions of due from and due to related parties are as follows:

	Due from related parties		Due to related parties	
	2025	2024	2025	2024
	QR'000	QR'000	QR'000	QR'000
Non-current	-	-	-	579
Current	84,610	68,834	168,394	148,830
	84,610	68,834	168,394	149,409

Movements in the allowance for expected credit loss of due from related parties are as follows:

	2025	2024
	QR'000	QR'000
At 1 January	70,426	70,184
Allowance charge for the year (Note 32)	7,925	638
Reversal of provision (Note 32)	-	(396)
At 31 December	78,351	70,426

For the years ended 31 December 2025 and 2024, the Group carried out an expected credit loss testing for due from related parties. The Group recognised an additional allowance for expected credit loss of QR 7,925 thousand during the year (2024: net reversal of expected credit loss of QR 242 thousand) (Note 32). In the opinion of the management, based on recent available information, there is no evidence of further expected credit loss in the value of due from related parties. This assessment is undertaken in each financial year through examining the financial position of the related parties and the market in which the related parties operate.

Compensation of directors and other key management personnel

The remuneration of directors and other members of key management of the Parent during the year was as follows:

	2025	2024
	QR'000	QR'000
Short term benefits (i)	35,714	34,362
End of service benefits	1,182	1,082
	36,896	35,444

Note:

- Short term benefits include a proposed board of directors' remuneration amounting to QR 12,000 thousand for the year 2025 subject to the approval of the Group's Annual General Assembly (2024: QR 12,000 thousand, approved by the shareholders of the Group at the Annual General Meeting held on 10 March 2025).

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Terms and conditions of transactions with related parties

Transactions with related parties were carried out at normal market prices and are approved by management. Outstanding balances for the year ended 31 December 2025 and 2024 are unsecured, interest free and the settlement occurs in cash. There have been no guarantees received or provided for any related party receivables or payable balances.

9. ASSET HELD FOR SALE

	2025	2024
	QR'000	QR'000
Non-current assets held for sale - Investment properties (i)	-	-
Assets relating to discontinued operations (ii)	78,705	73,743
	78,705	73,743

(i) Movement in non-current assets held for sale is illustrated as follows:

	2025	2024
	QR'000	QR'000
At 1 January	-	132,280
Transferred from investment properties (Note 12)	152,217	43,101
Impairment loss during the year (Note 43.2d)	-	(9,452)
Investment property disposed during the year (a) / (b)	(152,217)	(43,101)
Relating to disposal of a subsidiary (Note 43.2d)	-	(120,986)
Foreign exchange adjustment	-	(1,842)
At 31 December	-	-

a). On 8 April 2025, the Group entered into a definitive sale and purchase agreement with a prospective buyer for one of its investment properties located in the State of Qatar. As a result, the property was reclassified as a non-current asset held for sale and subsequent to the reclassification, the property was sold in December 2025 for a sales price of QR 116,667 thousand of which QR 64,667 thousand were collected in 2025, resulting in the recognition of a gain of QR 21,298 thousand during 2025. Subsequently, the remaining sales proceeds of QR 50,000 thousand have been collected in January 2026.

b). On 11 June 2024, the Group entered into a definitive sale and purchase agreement with a prospective buyer for one of its investment properties located in the State of Qatar. As a result, the property was reclassified as a non-current asset held for sale and subsequent to the reclassification, the property was sold in July 2024 for a sales price of QR 48,000 thousand, which was collected in full on 8 July 2024, resulting in the recognition of a gain of QR 4,899 thousand during 2024.

(ii) Discontinued operations:

The details of the Assets related to discontinued operations are presented below:

	31 December 2025	31 December 2024
	(Audited)	(Audited)
	QR'000	QR'000
Investment property	63,996	59,609
Trade & other receivables	6,625	6,280
Cash and bank balance	8,084	7,854
Asset held for sale	78,705	73,743
The details of the Liabilities directly associated with discontinued operations are presented below		
Payables and other liabilities	(609)	(1,491)
Liabilities directly associated with the assets held for sale	(609)	(1,491)
Net assets held for sale	78,096	72,252

Accounting Policies:

Measurement

Non-current assets held for sale are measured at the lower of carrying amount and fair value less costs to sell.

Classification criteria

In accordance with IFRS 5 the criteria for an asset (or disposal group) to be classified as held for sale is as follows:

- It must be available for immediate sale in its present condition,
- Its sale must be highly probable and
- It must genuinely be sold, not abandoned

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10. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME (FVTOCI)

Financial assets at fair value through other comprehensive income are analyzed as follows:

	2025	2024
	QR'000	QR'000
Investments in equity securities :		
Quoted	11,367	26,563
Unquoted	804,715	212,874
	816,082	239,437

Accounting Policies:

The policy applicable to the year ended 31 December 2025 is disclosed in Note 47.

Fair value of unquoted equity

If the market for a financial asset is not active or not available, the Group establishes fair value by using valuation techniques which include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis and option pricing models refined to reflect the issuer's specific circumstances. This valuation requires the Group to make estimates about expected future cash flows and discount rates that are subject to uncertainty.

Reconciliation of level 3 fair value measurement of unquoted equity instruments classified at fair value through other comprehensive income:

	2025	2024
	QR'000	QR'000
At 1 January	212,874	33,137
Addition during the year	591,776	198,387
Reduction of shares	-	(3,047)
Fair value gain/(loss)	65	(15,603)
At 31 December	804,715	212,874

The Group's unquoted investment classified as financial assets at fair value through OCI are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets are determined.

Financial assets	Valuation Technique and key input	Significant unobservable inputs	Relationship and sensitivity of unobservable inputs to fair value
Unquoted Investment	<p>Market Approach</p> <p>In this approach, comparable sets of publicly-traded companies in Qatar/GCC were identified and the average ratios between their Price and Book Value (P/B Multiples) were ascertained. These multiples were then applied to the Equity (Book) Value of the investee companies to arrive at the Fair Value of the Group's ownership in them.</p>	Adjustments were made for factors such as control premium, business outlook and continuity, discounts for lack of marketability & illiquidity, transaction costs, etc.	The adjustments made to arrive at the Fair Value are adequate and in line with generally acceptable practices and methodologies.

11. ADVANCES FOR PROJECTS AND INVESTMENTS

	2025	2024
	QR'000	QR'000
Advances for purchase of properties	28,663	28,363
Advances against exchange of land (i)	1,836,459	1,836,459
Advances to contractors and suppliers	375,898	358,621
	2,241,020	2,223,443
Less: allowance for impairment of advances	(1,954,305)	(1,954,305)
	286,715	269,138

As at 31 December 2025, advances amounting to QR 1,954,305 thousand (2024: QR 1,954,305 thousand) were impaired and fully provided for.

Note:

- (i) During the year 2008, the Government of Qatar took over a piece of land located in Al-Khour district which was owned by the Group and other related parties. The Government committed to provide another plot of land located in Salwa district in exchange of the withdrawn land. The Group paid the above advances to a related party, in order for the Group to fully own the new land that will be received from the Government. Since 2008, the Group management has been working with the Government authorities to identify the plot of land that shall be transferred to the Group. However, all the efforts during this period have not resulted in any conclusive direction of when and where the land will be received and therefore during the year 2012, the Group management, on a conservative basis decided to make a full provision against these advances as doubtful of recovery. The Group will continue to pursue the matter with the Government for an amicable settlement.

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Accounting policy:

Advances against exchange of land

Advances for land are carried at amounts paid, and recognised as advance payments at the time of payment. It will be reclassified as a land once the Group settles the whole purchase price of the land and registers in the Group's name.

12. INVESTMENT PROPERTIES

	2025	2024
	QR'000	QR'000
At 1 January	31,347,223	30,464,441
Additions during the year	154,330	165,513
Capitalised finance cost (Note 34)	20,553	17,478
Transferred to non-current assets held for sale (Note 9)	(152,217)	(43,101)
Transferred to trading properties – property under development (Note 7)	(35,439)	-
Transferred to assets held for sale relating to discontinued operations (Note 9)	-	(72,080)
Right-of-use assets - lease adjustments/ modification	18,832	(5,643)
Net fair value gain from continued operations	646,185	825,643
Foreign exchange adjustment	10,907	(5,028)
At 31 December	32,010,374	31,347,223

Notes:

- Investment properties are primarily located in the State of Qatar, representing 99.12% of the carrying value of investment properties as at 31 December 2025 (2024: 98.94%) with few properties located in Kingdom of Bahrain, Republic of Cyprus and the Kingdom of Saudi Arabia.
- Investment properties are stated at fair value, which has been determined based on valuations performed by accredited independent valuers as at 31 December 2025 and 2024. Those valuers are accredited independent valuers with a recognised and relevant professional qualifications and with recent experience in the location and category of those investment properties being valued. In arriving at estimated market values, the valuers have used their market knowledge and professional judgement and not only relied on historical transactional comparable. In the absence of current prices in an active market, the valuations are based on the aggregate of the estimated cash flows expected to be received from renting the property. A yield that reflects the specific risks inherent in the net cash flows is applied to the net annual cash flows to arrive at the property valuation.

- The Group has no restrictions on the realisability of its investment properties.
- Capitalised finance cost is calculated based on the actual qualifying expenditures related to the projects under development, that is part of the investment properties. Capitalised finance cost is charged at rates comparable to commercial rates prevailing in the market for facilities with the same terms and conditions like the Group's facilities.
- Transfer of title deeds for certain properties included in investment properties with a fair value of QR 1,298,803 thousand at 31 December 2025 (31 December 2024: QR 2,097,656 thousand) are in progress. The consolidated financial statements have been prepared on the basis that the beneficial interest of these investment properties resides with the Group.

- Description of valuation techniques used by the Group and key inputs to valuation of the most significant investment properties are as follows:

Type of Properties	Valuation technique	Significant unobservable inputs	Range (weighted average)	
			2025	2024
Commercial Properties	DCF method	Estimated rental value per sqm per month	QR 20 – 269	QR 20-269
		Rent growth on the basis of IMF Inflation projections	0% - 4%	0%-4%
		Long-term vacancy rate	0% - 20%	0%-20%
		Discount rate	6.85% - 7.80%	6.75% - 7.90%
Residential Properties	DCF method	Market cap	6.25%	6.25%
		rental value per unit per month:		
		- Labour accommodation / Residential (non-premium) rental value per room/unit	QR 280 – 7,300	QR 280 – 7,300
		- Residential (Premium) - rental value per unit	QR 5,000 – 20,000	QR 5,000- 20,000
		Rent growth on the basis of IMF Inflation projections	0% - 4%	0%-4%

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Type of Properties	Valuation technique	Significant unobservable inputs	Range (weighted average)	
			2025	2024
		Long-term vacancy rate	0% - 20%	0%-20%
		Discount rate	6.45% - 8.03%	6.55% - 8.13%
		Market cap	6.25%	6.25%
Land Bank	Direct comparison	Estimated land value per sqm	QR 851 – 10,213	QR 902– 10,577

Discounted Cash Flow Method (DCF): The most commonly used technique for assessing Market Value within the income approach is discounted cash-flow. This is a financial modelling technique based on explicit assumptions regarding the prospective cash-flow to a property or business and the costs associated with being able to generate the income. A market-derived discount rate is applied to estimated cash flows to establish a present value of the income stream. This Net Present Value (“NPV”) is an indication of market value.

Direct Comparison Approach: This approach involves a comparison of the subject property to similar properties that have actually been sold in arms’-length transactions or are offered for sale. This approach demonstrates what buyers have historically been willing to pay (and sellers willing to accept) for similar properties in an open and competitive market and is particularly useful in estimating the value of the land and properties that are typically traded on a unit basis. Generally, the opinion on value is based on evidence of open market transactions in similar property with adjustments of the comparable to differentiate the differences between the subject property and the comparable.

(ii) Operating leases in which the Group is a lessor, relate to investment properties owned by the Group with lease term of between 1 to 15 years. All operating lease contracts contain market review clauses in the event that the lessee exercises its option to renew. Minimum lease collections under operating leases of investment properties not recognised in the consolidated financial statements are receivable as follows:

	2025	2024
	QR'000	QR'000
Within 1 year	1,279,565	1,257,849
Between 1 and 5 years	3,358,574	3,349,520
More than 5 years	931,806	799,894
Total	5,569,945	5,407,263

There has been no change to the valuation technique during the year. Details of the Group’s investment properties and information about the fair value hierarchy as at the end of the reporting period are as follows:

31 December 2025	Fair Value QR'000	Level 3 QR'000
Vacant land	1,866,811	1,866,811
Completed properties	28,990,849	28,990,849
Under construction properties	1,152,714	1,152,714
	32,010,374	32,010,374

31 December 2024	Fair Value QR'000	Level 3 QR'000
Vacant land	2,135,229	2,135,229
Completed properties	28,121,546	28,121,546
Under construction properties	1,090,448	1,090,448
	31,347,223	31,347,223

For all investment properties that are measured at fair value, the current use of the properties are considered the highest and best use. In addition, there were no changes in valuation techniques during the year.

As at 31 December 2025, properties with an aggregate value of QR 19,883,914 thousand (2024: QR 19,007,079 thousand) are held under lease agreements. Future lease payments are presented in Note 21.

For right-of-use assets that are classified as investment properties, the Group expects to make use of the full lease terms which typically vary between 1 and 99 years.

The fair value of investment properties disclosed in the consolidated financial statements represent the value of the properties estimated by the independent valuers adjusted for assets or liabilities separately recognised in the consolidated statement of financial position, in accordance with IFRS accounting standards.

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12 INVESTMENT PROPERTIES (continued)

Accounting policy

Recognition of investment properties

Investment property comprises lands, completed property and property under construction or re-development that is held to earn rentals or for capital appreciation or both rather than for sale in the ordinary course of business or for use in administrative function. Property held under a lease contract is classified as investment property when the definition of an investment property is met.

Investment property is measured initially at cost including transaction costs. Transaction costs include transfer taxes, professional fees for legal services and initial leasing commissions to bring the property to the condition necessary for it to be capable of operating. The carrying amount also includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met.

Subsequent to initial recognition, investment property is measured at fair value. Gains or losses arising from changes in the fair values are included in the consolidated statement of profit or loss in the year in which they arise.

Investment property is derecognised when it has been disposed of or permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of investment property are recognised in the consolidated statement of profit or loss in the year of retirement or disposal.

Gains or losses on the disposal of investment property are determined as the difference between net disposal proceeds and the carrying value of the asset.

Transfers are made to investment property when, and only when, there is a change in use, evidenced by the end of owner occupation or commencement of an operating lease. Transfers are made from investment property when, and only when, there is a change in use, evidenced by commencement of owner occupation or commencement of development with a view to sell.

For a transfer from investment property carried at fair value to owner-occupied property or trading properties, the property's deemed cost for subsequent accounting in accordance with IAS 16 "Property, plant and equipment" or IAS 2 "Inventories" shall be its fair value at the date of change in use.

For a transfer from Trading Properties to Investment Property that will be carried at fair value, any difference results between the fair value of the property at that date and its previous carrying amount shall be recognised in the consolidated statement of profit or loss.

Critical accounting judgments and estimates:

Classification of property

The Group determines whether a property is classified as investment property or trading property. Investment property comprises land and buildings (principally residential, commercial and showrooms) which are not occupied substantially for use by, or in the operations of the Group, nor for sale in the ordinary course of business, but are held primarily to earn rental income and capital appreciation.

For a property that is partially used in the operations of the Group, the Group accounts for the portion used by the Group companies as property and equipment, based on the proportion of the square area of that portion. In management's judgement, different portions of such property can be sold separately or leased out separately under a finance lease arrangement.

Valuation of investment property

Investment properties are stated at fair value. The Group used external independent valuers to determine the fair value of the investment properties. The independent valuers uses the market situations, estimated yield and expected future cash flows and the recent real estate transactions with similar characteristics and location of properties for the valuation of investment properties.

Sensitivity analysis

At 31 December 2025, if discount rate for investment properties (valued using discounted cash flow method) had been higher/lower by 1% with all other variables held constant, the calculated fair valuation gains (losses) on investment properties for the year would have been QR 2,485,700 thousand lower and QR 2,874,740 thousand higher (2024: QR 2,740,103 thousand lower and QR 3,269,414 thousand higher mainly as a result of lower/higher (higher/lower) fair value gain (loss) on investment properties.

At 31 December 2025, if market capitalization for investment properties (valued using discounted cash flow method) had been higher/lower by 1% with all other variables held constant, the calculated fair valuation gains (losses) on investment properties for the year would have been QR 1,665,911 thousand lower and QR 2,300,543 thousand higher (2024: QR 1,102,425 thousand lower and QR 1,522,397 thousand higher mainly as a result of lower/higher (higher/lower) fair value gain (loss) on investment properties.

At 31 December 2025, if price per square foot for investment properties (valued using market approach) had been higher/lower by 1% with all other variables held constant, the calculated fair valuation gains (losses) on investment properties for the year would have been QR 17,725 thousand lower/higher (higher/lower) (2024: QR 20,480 thousand lower/higher (higher/lower) mainly as a result of higher/lower fair value gain (loss) on investment properties.

At 31 December 2025, if rental rates for investment properties (valued using discounted cash flow method) had been higher/lower by 1% with all other variables held constant, the calculated fair valuation gains (losses) on investment properties for the year would have been QR 296,968 thousand lower/higher (higher/lower) (2024: QR 291,861 thousand lower/higher (higher/lower) mainly as a result of higher/lower fair value gain (loss) on investment properties.

Fair value of the investment properties is also sensitive to the following inputs:

- Occupancy rates;
- Operating expenses and
- Other key estimates.

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13. PROPERTY, PLANT AND EQUIPMENT

	Land	Buildings	Furniture and fixtures	Leasehold im- provements	Cooling plants	Other fixed assets	Total
	QR'000	QR'000	QR'000	QR'000	QR'000	QR'000	QR'000
Cost							
At 1 January 2025	113,464	350,272	230,229	121,580	257,636	145,842	1,219,023
Additions	224	-	1,474	2,662	2,363	2,304	9,027
Disposals	-	-	(108)	-	-	-	(108)
Translation adjustment	-	-	2	-	-	2	4
At 31 December 2025	113,688	350,272	231,597	124,242	259,999	148,148	1,227,946
Accumulated depreciation and impairment							
At 1 January 2025	1,563	149,324	228,451	121,191	122,761	128,003	751,293
Charge for the year	-	7,457	163	121	-	2,726	10,467
Charged in operating expenses (Note 29)	-	6,388	974	21	13,762	1,138	22,283
Net impairment charge (Note 32)	224	8,423	(108)	-	-	-	8,539
Translation adjustment	-	-	2	-	-	1	3
At 31 December 2025	1,787	171,592	229,482	121,333	136,523	131,868	792,585
Net Book Value at 31 December 2025	111,901	178,680	2,115	2,909	123,476	16,280	435,361
Cost							
At 1 January 2024	113,240	350,272	229,681	120,988	260,412	141,872	1,216,465
Additions	224	-	560	592	6,280	4,195	11,851
Disposals	-	-	-	-	-	(240)	(240)
Reversal of excess accruals	-	-	(12)	-	(9,056)	(10)	(9,078)
Translation adjustment	-	-	-	-	-	25	25
At 31 December 2024	113,464	350,272	230,229	121,580	257,636	145,842	1,219,023

	Land	Buildings	Furniture and fixtures	Leasehold im- provements	Cooling plants	Other fixed assets	Total
	QR'000	QR'000	QR'000	QR'000	QR'000	QR'000	QR'000
Accumulated depreciation and impairment							
At 1 January 2024	340	127,365	226,786	120,876	109,225	123,603	708,195
Charge for the year	-	7,457	1,211	315	-	4,123	13,106
Charged in operating expenses (Note 29)	-	6,388	454	-	13,536	527	20,905
Net impairment charge (Note 32)	1,223	8,114	-	-	-	(240)	9,097
Translation adjustment	-	-	-	-	-	(10)	(10)
At 31 December 2024	1,563	149,324	228,451	121,191	122,761	128,003	751,293
Net Book Value at 31 December 2024	111,901	200,948	1,778	389	134,875	17,839	467,730

Accounting policies:

Property, plant and equipment are stated at cost less accumulated depreciation and any impairment in value.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labor, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of related equipment.

Depreciation is recognised in the consolidated statement of profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment. Leased assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the group will obtain ownership by the end of the lease term. Land is not depreciated.

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The estimated useful lives of the depreciable assets are as follows:

Buildings	20-33 years
Furniture and fixtures	7 years
Motor vehicles	5 years
Computers software and hardware	3 years
Office equipment	3 years
Leasehold improvements	3 years
Cooling plants	25 years

The assets' useful lives and residual values are reviewed and adjusted as appropriate at each reporting date.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets are written down to their recoverable amount.

Expenditure incurred to replace a component of an item of property, plant and equipment that is accounted for separately is capitalised and the carrying amount of the component that is replaced is written off. Other subsequent expenditures are capitalised only when they increase the future economic benefits of the related item of property, plant and equipment. All other expenditures are recognised in the consolidated statement of profit or loss as incurred. An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in the consolidated statement of profit or loss in the year the asset is derecognised. Gains and losses on disposals are determined by comparing proceeds with carrying amount.

Critical accounting judgments and estimates:

Useful lives of property, plant and equipment

The Group's management determines the estimated useful lives of its property, plant and equipment for calculating depreciation. This estimate is determined after considering the expected usage of the asset, physical wear and tear as well as technical and commercial obsolescence.

14. RIGHT-OF-USE ASSETS

The Company leases several buildings. The remaining lease term is 1 - 21 years.

	Buildings QR'000
Cost	
At 1 January 2025	104,473
Additions	-
At 31 December 2025	104,473
Accumulated amortisation	
At 1 January 2025	(100,753)
Charge for the year	(790)
At 31 December 2025	(101,543)
Net Book Value at 31 December 2025	2,930
Buildings QR'000	
Cost	
At 1 January 2024	104,525
Adjustments	(52)
At 31 December 2024	104,473
Accumulated amortisation	
At 1 January 2024	(96,692)
Charge for the year	(4,061)
At 31 December 2024	(100,753)
Net Book Value at 31 December 2024	3,720

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Amounts recognised in consolidated statement of profit or loss during the year is summarized as follows:

	2025	2024
	QR'000	QR'000
Amortisation of right-of-use assets	790	4,061

At 31 December 2025, the Group is committed to QR 442 thousand (2024: 287 thousand) for short-term leases (note31).

The Group had total cash outflows for leases of QR 228 thousand in 2025 (QR 15,897 thousand in 2024). Apart from the right-of-use assets and lease liabilities accounted for under IAS40, the Group also had no non-cash additions to right-of-use assets and lease liabilities during the Year ended 31 December 2025 and 2024.

Critical accounting judgments and estimates

Determining the lease term with renewal options

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). No potential future cash outflows due to non-existence of an extension option.

Property lease classification – the Group as lessor

The Group entered into commercial property leases on its investment property portfolio. The Group has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a major part of the economic life of the commercial property and the present value of the minimum lease payments not amounting to substantially all of the fair value of the commercial property, that it retains substantially all the risks and rewards incidental to ownership of this property and accounts for the contracts as operating leases.

Amortisation of owner assets

Right-of-use assets are amortised over the lease term of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is amortised over the useful life of the underlying asset. The amortisation starts at the commencement date of the lease.

The Group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Property, Plant and Equipment' policy.

Discounting of lease payments

The lease payments are discounted using the Group's incremental borrowing rate ("IBR").

15. INVESTMENTS IN ASSOCIATES

The Group has the following investments in associates:

	Nature of operation	Country of incorporation	Ownership%	
			2025	2024
Smeat Investment Company W.L.L.	Manufacturing	State of Qatar	47.37%	47.37%
Tanween Company W.L.L.	Consultancy services	State of Qatar	40%	40%
Bait Al Mashura Financial Consulting Co.	Consultancy services	State of Qatar	20%	20%
Panceltica Holding Limited	RE Development	United Kingdom	26%	26%

Note:

During 2024, Emdad Equipment Leasing Co. was liquidated and deregistered from the commercial register. Net liquidation proceeds of QR 1,599 thousand were received.

	2025	2024
	QR'000	QR'000
Group's share in equity of associates	204,920	209,015
Less: provision for impairment	(200,935)	(200,935)
	3,985	8,080

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The following table illustrates the summarised financial information of the Group's investments in associates:

	2025	2024
	QR'000	QR'000
At 1 January	8,080	23,119
Dividends from associates	(2,480)	(15,927)
Share of results of associates (i)	1,109	32
Net charge/(reversal) of impairment (Note 32)	(2,818)	856
Share of change in fair value reserve	94	-
At 31 December	3,985	8,080

(i) Share of results of associates is reconciled as follows:

	2025	2024
	QR'000	QR'000
Share of results as per consolidated statement of profit or loss	1,109	32
	1,109	32

The following table illustrates the summarised financial information of the Group's investment in associates:

	2025	2024
	QR'000	QR'000
Total Group's share of the associates' statement of financial position:		
Current assets	587,055	577,739
Non-current assets	69,421	69,395
Current liabilities	(301,144)	(300,365)
Non-current liabilities	(541,369)	(541,369)
Equity	(186,037)	(194,600)
Losses in excess of book value	219,453	219,453
	33,416	24,853
Group's share in equity	12,717	9,336
Upstream profit	(1,126)	(1,126)
Impairment losses	(7,606)	(130)
Carrying amount of the investments	3,985	8,080

	2025	2024
	QR'000	QR'000
Revenue from contracts with customers	229,241	221,675
Administrative expenses	(214,895)	(214,003)
Finance costs	(33,094)	(33,094)
Total comprehensive loss for the year	(18,748)	(25,422)
Share of results	1,109	32

Accounting policy:

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The considerations made in determining significant influence are similar to those necessary to determine control over subsidiaries. The Group's investments in its associates are accounted for using the equity method.

Under the equity method, the investment in an associate is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date.

The consolidated statement of profit or loss reflects the Group's share of the results of operations of the associate. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognised directly in the equity of the associate, the Group recognises its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate or joint venture.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and then recognises the loss in the consolidated statement of profit or loss.

Upon loss of significant influence over the associate, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate upon loss of significant influence and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

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16. GOODWILL

	2025	2024
	QR'000	QR'000
At 1 January	126,411	126,411
At 31 December	126,411	126,411

At 31 December 2025, 100% of the Goodwill is allocated to one of the Group's subsidiaries (2024: 100%) as a cash generating unit. The Group performed its annual impairment tests as at 31 December 2025 and 2024. To assess whether goodwill is impaired, the carrying amount of the real estate CGU is compared to its recoverable amount determined on a value in use basis.

Key assumptions used in value in use calculations

The recoverable amount of the real estate CGU has been determined based on a value in use calculation using free cash flow to equity projections from financial budgets approved by senior management covering a five-year period. The cash flows have been discounted by a WACC of 7.8 % (2024: 7.9%). All cash flows beyond the five year period have an assumed growth rate of 0-2% (2024: 0-2%) for the CGU for the purpose of goodwill impairment testing; The strategic business plan assumes certain economic conditions and business performance, which are considered appropriate as they are consistent with current market expectations of the future. As a result of this analysis, no impairment allowance has been recognised against goodwill as at 31 December 2025 and 2024.

Sensitivity to changes in assumptions

Management considered alternative methods including comparable valuations using market multiples. Under these scenarios the recoverable amount of the CGU would continue to exceed its carrying value at 31 December 2025. The benchmarks of the CGU were updated to reflect the return variability projected by senior management in the five-year period.

At year-end, the Group's assessment of the reasonably possible change in key assumptions corresponded to the brackets of values used in the sensitivity tests which are presented below:

- 0.5 basis point increase in discount rate
- 0.5 basis point decrease in growth rate to infinity
- 0.5 basis point decrease in margin over 2026 to 2030 cash periods
- 10% decrease in working capital assumptions

Accounting policies

- Goodwill arises on the acquisition of subsidiaries and represents the excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured at fair value is less than the fair value of the net assets of the subsidiary acquired, in the case of a bargain purchase, the difference is recognised directly in the consolidated statement of profit or loss.
- For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the CGUs or group of CGUs that is expected to benefit from the synergies of the combination. Goodwill impairment testing is undertaken annually. Any impairment is recognised immediately as an expense and is not subsequently reversed.

17. TAX AND ZAKAT EXPENSES

Income tax and zakat expense are analysed as follows:

	2025	2024
	QR'000	QR'000
Pillar Two taxes - Qatar (i)	(19,544)	-
Pillar Two taxes - Outside Qatar (i)	(430)	-
Income tax (ii)	(11,601)	(10,447)
Zakat expense (iii)	-	(696)
	(31,575)	(11,143)

Note (i):

Qatar, the tax jurisdiction of the parent company, has adopted the Organization for Economic Co-operation and Development's Base Erosion and Profit Shifting Pillar Two Global Anti-Base Erosion Rules (OECD's BEPS GloBE Rules) with effect from 1 January 2025.

In particular, the Domestic Minimum Top-Up Tax (DMTT) and the Income Inclusion Rule (IIR) mechanisms were introduced into domestic legislation with the aim to ensure that large multinational enterprises like Barwa Group maintain a minimum effective tax rate of 15% calculated on the profits in every jurisdiction that they operate.

The Group has performed an assessment of its potential exposure to Pillar Two Taxes based on the annual Country-by-Country (CbC) Reports and 2025 financial information for the constituent entities in the Group. The Group has considered the Transitional CbC Reporting Safe Harbour (TCSH) relief under the OECD's BEPS GloBE Rules. Based on the analysis, some jurisdictions meet the TCSH and therefore the Pillar Two Tax is deemed to be zero in those jurisdictions. The jurisdictions that do not meet the TCSH are subject to detailed Pillar Two Top-Up Tax calculation based on DMTT rules implemented in the local tax jurisdiction or via the IIR mechanism in Qatar.

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The preceding table shows the Pillar Two Taxes accrued by the Group based on the applicable rules under the OECD's BEPS GloBE Rules adopted in relevant tax jurisdictions.

The Group continues to follow Pillar Two Tax legislative developments, as further countries enact the Pillar Two Tax rules into their domestic legislation, to evaluate the potential future impact on its consolidated income statement, financial position and cash flows.

Note (ii):

The income tax represents amounts recognised by subsidiary companies. The components of the income tax expense for the years ended 31 December 2025 and 2024 are:

	2025	2024
	QR'000	QR'000
Current income tax		
Current income tax charge	(11,762)	(8,145)
Adjustments in respect of current income tax of previous year	(129)	(3,354)
Deferred income tax		
Relating to origination and reversal of temporary differences	290	1,052
Income tax expense reported in the consolidated statement of profit or loss	(11,601)	(10,447)

As per Qatar tax law of 2019, the net profits of local subsidiaries of the Group are subject to income taxes in the State of Qatar to the extent of the non-GCC nationals' shareholding in the Parent's listed shares. Listed companies are non-taxable. For the purpose of determining the taxable results for the year, the accounting profit of the companies were adjusted for tax purposes. Adjustments for tax purposes include items relating to both income and expense. The adjustments are based on the current understanding of the existing laws, regulations and practices of each subsidiary jurisdiction. In view of the operations of the Group being subject to various tax jurisdictions and regulations, it is not practical to provide a detailed reconciliation between accounting and taxable profits together with the details of the effective tax rates.

Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are generally recognised for all deductible temporary differences to the extent that future taxable profits will be available against which those deductible temporary differences can be utilised.

Reflected in the consolidated statement of financial position as follows:

	2025	2024
	QR'000	QR'000
Deferred tax assets	4,896	5,487
Deferred tax liabilities	(6,234)	(6,535)
	(1,338)	(1,048)

The following are the major deferred tax assets and liabilities recognised by the Group and movements thereon during the current and prior year:

	Deferred tax
	QR'000
At 1 January 2024	(2,100)
Charge to profit or loss	1,052
At 1 January 2025	(1,048)
Charge to profit or loss	(290)
At 31 December 2025	(1,338)

Note (iii):

Zakat expense relates to one of the Group's subsidiaries in the Kingdom of Saudi Arabia.

Accounting policy:**Current and deferred income tax**

The tax expense for the period comprises current and deferred tax. Tax is recognised in the consolidated statement of profit or loss, except to the extent that it relates to items recognised in the consolidated statement of other comprehensive income or directly in equity. In this case, the tax is also recognised in the consolidated statement of other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the consolidated statement of financial position date in the countries where the company and its subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

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17. TAX AND ZAKAT EXPENSES (continued)

Deferred income tax is recognised, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements of the respective entity. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill; deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except for deferred income tax liability where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Critical accounting judgments and estimates

Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income. The Group establishes provisions, based on reasonable estimates, for possible consequences of audits by the tax authorities of the respective country in which it operates. The amount of such provisions is based on various factors, such as differing interpretations of tax regulations by the taxable entity and the responsible tax authority. Such differences of interpretation may arise on a wide variety of issues depending on the conditions prevailing in the respective country of operations.

18. PAYABLES AND OTHER LIABILITIES

Payables and other liabilities are classified into non-current and current portion as follows:

	Non-current QR'000	Current QR'000	Total QR'000
2025			
Contractors and suppliers	-	129,092	129,092
Clients advances and unearned income	-	13,887	13,887
Retention payable	11,095	78,306	89,401
Advances received for Sale of Properties	-	30,667	30,667
Contribution to social and sports fund (Note 38)	-	31,079	31,079
Accrued expenses	-	214,651	214,651
Accrued finance cost	-	77,074	77,074
Income tax liability	-	38,996	38,996
Other payables	-	217,941	217,941
	11,095	831,693	842,788
2024			
Contractors and suppliers	-	223,516	223,516
Clients advances and unearned income	-	23,368	23,368
Retention payable	15,459	70,509	85,968
Contribution to social and sports fund (Note 38)	-	30,904	30,904
Accrued expenses	-	254,898	254,898
Accrued finance cost	-	75,583	75,583
Income tax liability	-	18,339	18,339
Other payables	-	237,432	237,432
	15,459	934,549	950,008

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Accounting policy:

Liabilities are recognised for amounts to be paid in the future for services received or when the risks and rewards associated with goods are transferred to the Group, whether billed by the supplier or not.

Trade payables are initially recognised at fair value and subsequently measured at amortised cost using effective profit rate method.

19. PROVISIONS

	2025	2024
	QR'000	QR'000
Provision for litigations	1,808	1,808
Provision for claims	1,109	1,109
Provision for excess losses from associates	55,724	167,639
	58,641	170,556

	2025	2024
	QR'000	QR'000
At 1 January	170,556	209,052
Provided during the year	-	1,109
Reversal during the year	-	(9,605)
Utilised during the year	(111,915)	(30,000)
At 31 December	58,641	170,556

Accounting policy:

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in provision due to passage of time is recognised as net finance costs. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any item in the same class of obligation may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as finance cost.

20. END OF SERVICE BENEFITS

	2025	2024
	QR'000	QR'000
At 1 January	139,864	134,613
Provided during the year	24,593	16,452
End of service benefits paid	(16,109)	(11,201)
At 31 December	148,348	139,864

End of service benefits

The Group operates defined benefit and defined contribution retirement plans.

Defined contribution plan

With respect to its national employees and citizens of GCC states, as well as other employees in certain locations outside Qatar, the Group makes contributions to the General Pension Fund Authority and similar authorities of other countries, calculated as a percentage of the employees' salaries. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or reduction in the future payment is available.

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21. LEASE LIABILITIES

	2025	2024
	QR'000	QR'000
At 1 January	203,572	246,393
Modification	20,533	(5,659)
Relating to disposal of a subsidiary (Note 43.2d)	-	(28,298)
Unwinding of deferred finance cost for continuing operation (Note 34)	10,172	10,653
Unwinding of deferred finance cost for discontinued operations (Note 43.2d)	-	596
Payments	(13,360)	(19,814)
Translation adjustment	-	(299)
At 31 December	220,917	203,572
Lease liabilities are further analysed as follows:		
Current	20,504	15,805
Non-current	200,413	187,767
	220,917	203,572
	2025	2024
	QR'000	QR'000
Maturity analysis:		
Year 1	32,290	25,738
Year 2	14,704	13,823
Year 3	13,070	13,823
Year 4	12,909	13,101
Year 5	12,810	12,725
Later than 5 years	605,300	406,177
	691,083	485,387
Deferred finance cost	(470,166)	(281,815)
	220,917	203,572

The Group does not face a significant liquidity risk with regard to its lease liabilities. Lease liabilities are monitored by the Group's treasury function.

Accounting Policies:

The policy applicable to the year ended 31 December 2025 is disclosed in Note 47.

22. OBLIGATIONS UNDER ISLAMIC FINANCE CONTRACTS

	2025	2024
	QR'000	QR'000
At 1 January	13,060,237	13,615,406
Additional facilities obtained	-	806,725
Accrued finance cost	132,001	167,423
Repayments	(199,267)	(1,541,264)
Deferred finance charges	(3,901)	11,947
	12,989,070	13,060,237

	2025	2024
	QR'000	QR'000
Un-secured facilities	11,096,627	11,092,448
Secured facilities (*)	1,954,286	2,025,731
Deferred finance charges	(61,843)	(57,942)
	12,989,070	13,060,237
The above balance is analysed as follows:		
Non-current portion	11,658,777	10,884,207
Current portion	1,330,293	2,176,030
	12,989,070	13,060,237

As of 31 December 2025, the Group does not have any borrowings at FVTPL.

(*) Corporate guarantees from the Parent Company, assignment over rights to projects' revenues and documents, in addition to a pledge over the project companies' shares, bank accounts and assets have been granted against 2 facilities amounting to QR 1,954 million as at 31 December 2025 (2024: QR 2,026 million).

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Following is a summary of the terms of the borrowings at year end:

Currency	Original currency	Maturity	Profit	Profit rate	2025 QR'000	2024 QR'000
USD	US 896 million	2027-2031	Floating	SOFR + margin	3,270,714	3,185,688
KWD	KWD 77 million	2026- 2027	Fixed	Fixed	912,471	912,471
QAR	QR 8,868 million	2030-2043	Floating	QMRL +/-margin	8,867,728	9,020,020
					13,050,913	13,118,179

Certain secured and unsecured bank facilities are subject to financial covenants, including the finance cost leverage ratio and debt-to-equity (D/E) ratio. These covenants are assessed biannually, on June 30 and December 31, to ensure compliance. The Group has no indications of potential difficulties in meeting these covenant requirements.

The above facilities have been obtained for the purpose of financing long term projects and working capital requirements of the Group. The facilities carry profits at rates comparable to commercial rates prevailing in the market for facilities with the same terms and conditions like the Group's facilities.

Accounting policies:

Obligations under Islamic financing contracts are recognised initially at fair value of the consideration received, less directly attributable transaction costs. Subsequent to initial recognition, those obligations are measured at amortised cost using the effective profit rate method.

Gains or losses are recognised in the consolidated statement of profit or loss when the liabilities are derecognised as well as through the amortisation process. Finance cost and other related charges are recognised as an expense when incurred.

Fees paid on the establishment of Islamic facilities are recognised as transaction costs of the financing to the extent that it is probable some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as prepayment for liquidity services and amortised over the period of the facility to which it relates.

When the Group exchanges with the existing lender one debt instrument into another one with the substantially different terms, such exchange is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. Similarly, the Group accounts for substantial modification of terms of an existing liability or part of it as an extinguishment of the original financial liability and the recognition of a new liability. It is assumed that the terms are substantially different if the discounted present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective rate is at least 10 per cent different from the discounted present value of the remaining cash flows of the original financial

liability. If the modification is not substantial, the difference between: (1) the carrying amount of the liability before the modification; and (2) the present value of the cash flows after modification is recognised in consolidated statement of profit or loss as the modification gain or loss within other gains and losses.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires. When an existing financial liability is replaced by another from a different lender or same lender but on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the consolidated statement of profit or loss.

23. SHARE CAPITAL

	2025 No of shares (Thousands)	2024 No of shares (Thousands)
Authorised shares:		
Ordinary shares of QR 1 each (i)	3,891,246	3,891,246

	No of shares (Thousands)	QR'000
Ordinary shares issued and fully paid up:		
At 1 January 2024	3,891,246	3,891,246
At 31 December 2024	3,891,246	3,891,246
At 31 December 2025	3,891,246	3,891,246

(i) All shares have equal rights except for one preferred share which is held by Qatari Diar Real Estate Investment Company Q.S.C. that carries preferred rights over the financial and operating policies of the Group.

Accounting policies:

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effects.

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24. LEGAL RESERVE

In accordance with the requirements of the Qatar Commercial Companies Law No. 11 of 2015, as amended by Law No. 8 of 2021 and the Articles of Association of the Parent and its subsidiaries, an amount equal to 10% of the net profit for the year should be transferred to a legal reserve each year until this reserve is equal to 50% of the paid up share capital. The reserve is not available for distribution except in the circumstances stipulated in the above law and the Articles of Association of the Parent and its subsidiaries. In accordance with their article of associations, and statutory laws requirements, the Group companies are transferring a specific percentage from their annual net profit to the legal reserve.

25. GENERAL RESERVE

In accordance with the parent's articles of association, the premium on issue of share capital is added to general reserve. In addition, residual annual profits, after the required transfer to legal reserve (Note 24), can be appropriated and transferred to general reserve based on the general assembly meeting's approval. No such transfer was made during the year ended 31 December 2025 and 2024.

	2025	2024
	QR'000	QR'000
At 1 January	4,639,231	4,639,231
At 31 December	4,639,231	4,639,231

26. OTHER RESERVES

	2025	2024
	QR'000	QR'000
Fair value reserve (i)	(131,511)	(141,168)
Translation reserve	(166,088)	(196,473)
Other reserve	1,034	1,034
	(296,565)	(336,607)

(i) Fair value reserve:

The fair value reserve comprises the cumulative net change in the fair value of financial assets at fair value through other comprehensive income.

	2025	2024
	QR'000	QR'000
At 1 January	(141,168)	(157,633)
Movement during the year	9,657	16,465
At 31 December	(131,511)	(141,168)

27. RENTAL OPERATION EXPENSES

	2025	2024
	QR'000	QR'000
Facility management expense	76,703	66,135
Maintenance and utilities expense	72,132	75,881
Staff costs	146,790	147,967
Other expenses	10,723	3,829
	306,348	293,812

28. RENTAL INCOME AND INCOME FROM CONSULTANCY AND OTHER SERVICES

28.1 RENTAL INCOME

	2025	2024
	QR'000	QR'000
Gross rental income	1,488,868	1,441,418
Tenant incentives "net"	(6,475)	211
Net rental income	1,482,393	1,441,207

Rental income include income from ancillary and other related services of QR 66,183 thousand (2024: QR 47,110 thousand).

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Accounting policies:

Rental income

Rental income receivable from operating leases, less the Group's initial direct costs of entering into the leases, is recognised on a straight-line basis over the term of the lease, except for contingent rental income which is recognised when it arises.

Incentives for lessees to enter into lease agreements are spread evenly over the lease term, even if the payments are not made on such a basis. The lease term is the non-cancellable period of the lease together with any further term for which the tenant has the option to continue the lease, where, at the inception of the lease, the management is reasonably certain that the tenant will exercise that option.

Amounts received from tenants to terminate leases or to compensate for dilapidations are recognised in the consolidated statement of profit or loss when they arise.

Service charges, management charges and other expenses recoverable from the tenants and income arising from expenses re-charged to tenants are recognised in the period in which the services are rendered.

28.2 INCOME FROM CONSULTANCY AND OTHER SERVICES

	2025	2024
	QR'000	QR'000
Income from consultancy services	36,772	24,715
Secondment income	32,134	38,412
	68,906	63,127
Revenue from cooling services	73,682	82,311
Revenue from facility management income	181,617	193,902
Revenue from hotel operations	42,919	42,712
	367,124	382,052

Notes:

(i). Timing of revenue recognition of income from consultancy and other services are further analysed as follows:

	2025	2024
	QR'000	QR'000
Point-in time	3,278	20
Over the period of time		
Consultancy revenue	65,628	63,107
Revenue from cooling services	73,682	82,311
Revenue from facility management income	181,617	193,902
Revenue from hotel operations	42,919	42,712
	367,124	382,052

(ii). Income from consultancy and other services by customer is as follows:

External parties	324,600	341,834
Related parties	42,524	40,218
	367,124	382,052

(iii). Geographic markets of Income from consultancy and other services are analysed below.

State of Qatar	353,643	368,660
Other countries	13,481	13,392
	367,124	382,052

Accounting policies:

Consultancy income

The Group renders project management services and advisory services to other companies; income is recognised in the accounting period in which the services are rendered by reference to the stage of completion of the specific transaction and assessed on the basis of the actual services (measured by hours using time sheets) provided on agreed rates.

Services revenues

Revenues from services rendered are recognised in the consolidated statement of profit or loss by reference to the stage of completion of the specific transaction and assessed on the basis of the actual service provided as proportion of the total services to be provided. Revenue earned but not invoiced at year end is accrued and included in accrued income.

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Secondment income

The Group provides employees and manpower to the other companies, and the income is recognised in the accounting period in which the employees attend and join the other companies, it is measured by the time sheets that is approved by the other companies based on agreed rates with the Group.

Management considers recognizing revenue over time, if one of the following criteria is met, otherwise revenue will be recognised at a point in time:

- the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
- the Group's performance does not create an asset with an alternative use to the entity and the entity has an enforceable right to payment for performance completed to date.

For performance obligations satisfied at a point in time, the Group considers the general requirements of control (i.e. direct the use of asset and obtain substantially all benefits) and the following non-exhaustive list of indicators of transfer of control:

- Entity has present right to payment
- Customer has legal title
- Entity has transferred legal possession
- Customer has significant risk and rewards
- Customer has accepted the asset in making their judgment, the directors considered the detailed criteria for the recognition of revenue set out in IFRS 15 and, in particular, whether the Group had transferred control of the services to the customer.

29. CONSULTANCY AND OTHER SERVICES EXPENSES

	2025	2024
	QR'000	QR'000
Facility management expense	89,805	99,293
Staff costs	54,684	60,445
Maintenance and utilities expense	47,047	55,526
Hotel operation costs	31,958	31,360
Depreciation (Note 13)	22,283	20,905
Other expenses	14,109	14,115
	259,886	281,644

30. PROFIT ON SALE OF PROPERTY AND CONSTRUCTION SERVICES

	2025	2024
	QR'000	QR'000
Revenue from construction services (i)	8,637	21,895
Sale of properties	-	69,329
	8,637	91,224
Cost of construction services (i)	(7,888)	(25,125)
Cost of sale of properties (Note 7.(B))	-	(52,166)
	(7,888)	(77,291)
	749	13,933

Note:

- During 2020, one of the Group's subsidiaries and the Public Works Authority "Ashghal", signed a Public-Private Partnership agreement. As per the agreement, the Group developed 8 public schools in 2022 and will be providing maintenance support over a period of 25 years from the date of handover under the (Qatar Schools PPP Development Program – Package 1). Receivables and Prepayments (Note 6) include trade receivable amounting to QR 774,239 thousand as at 31 December 2025 (2024: QR 775,102 thousand) relating to this arrangement.

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31. GENERAL AND ADMINISTRATIVE EXPENSES

	2025	2024
	QR'000	QR'000
Staff costs	144,328	144,095
Professional fee expenses	29,707	25,246
Board of Directors remuneration and others (i)	14,060	14,240
Advertising and promotion expenses	11,144	5,966
Repair and maintenance expense	10,319	9,237
Utilities expenses	4,050	4,020
Government fees	2,289	2,375
Other expenses	1,349	3,317
Short-term rent expenses	442	287
Travel expenses	123	101
Social contributions	-	675
	217,811	209,559

Note:

(i). The Directors' remuneration and others includes a proposed amount of QR 12,000 thousand subject to the approval of the Group's Annual General Assembly (2024: QR 12,000 thousand, approved by the shareholders of the Group at the Annual General Meeting held on 10 March 2025).

32. NET IMPAIRMENT LOSS

	2025	2024
	QR'000	QR'000
Impairment losses :		
Bank balances (Note 4)	-	(2,152)
Trade receivables (Note 6)	(53,167)	(325,233)
Other receivables	(11,753)	(7,751)
Trading properties (Note 7)	(67)	(22,213)

	2025	2024
	QR'000	QR'000
Due from related parties (Note 8)	(7,925)	(638)
Property, plant and equipment (Note 13)	(8,647)	(9,337)
Investment in associates (Note 15)	(2,818)	(1,150)
Reversal of impairment:		
Bank balances (Note 4)	958	317
Trade receivables (Note 6)	34,979	348,053
Other receivables	7,268	-
Due from related parties (Note 8)	-	396
Property, plant and equipment (Note 13)	108	240
Investment in associates (Note 15)	-	2,006
Net impairment loss	(41,064)	(17,462)

33. OTHER INCOME

	2025	2024
	QR'000	QR'000
Income from reversal of provisions for litigations & others	59,068	29,791
Dividend income	35,509	10,056
Net proceeds from liquidation of an associate (Note 15)	-	1,599
Others	10,093	4,672
	104,670	46,118

Accounting policy:**Dividend income**

Dividend income is recognised when the right to receive the dividend is established.

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34. NET FINANCE COST

	2025	2024
	QR'000	QR'000
Finance cost		
Finance cost on Islamic finance contracts	(642,247)	(792,534)
Less: capitalized finance cost (Note 12)	20,553	17,478
	(621,694)	(775,056)
Unwinding of deferred finance cost	(2,255)	(7,797)
Finance cost - lease liabilities (Note 21)	(10,172)	(10,653)
Net foreign exchange loss	(5,158)	(1,979)
Finance cost for the year	(639,279)	(795,485)
Finance income		
Income from Murabaha and Islamic deposits	79,429	120,100
Others	32,039	51,399
Finance income for the year	111,468	171,499
Net finance cost for the year	(527,811)	(623,986)

Accounting policy:

Finance income

Finance income from banks' deposits is recognised on a time apportionment basis using the effective profit rate method.

Finance costs

Finance costs are costs that the Group incurs in connection with the borrowing of funds. The Group capitalizes financing costs that are directly attributable to the acquisition, construction or production of a qualifying asset as part of the cost of that asset. A qualifying asset for finance cost capitalization is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale. The Group recognizes other borrowing costs as an expense in the period incurred.

The Group begins capitalizing financing costs as part of the cost of a qualifying asset on the commencement date. The commencement date for capitalization is the date when the Group first meets all of the following conditions:

- incurs expenditures for the asset;
- incurs borrowing costs; and
- undertakes activities that are necessary to prepare the asset for its intended use or sale.

To the extent that the Group borrows funds specifically for the purpose of obtaining a qualifying asset, the Group determines the amount of financing costs eligible for capitalization as the actual financing costs incurred on that financing during the period less any investment income on the temporary investment of those financings, if any.

The financing costs applicable to the financing of the Group that are outstanding during the period, are capitalized by applying a capitalization rate to the expenditures on that asset.

The amount of financing costs that the Group capitalizes during the period is not to exceed the amount of financing costs it incurred during that period. The Group suspends capitalization of borrowing costs during extended periods in which it suspends active development of a qualifying asset, and ceases capitalizing borrowing costs when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

35. BASIC AND DILUTED EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the net profit for the year attributable to equity holders of the Parent by the weighted average number of ordinary shares outstanding during the year.

There were no potentially diluted shares outstanding at any time during the year and, therefore, the diluted earnings per share is equal to the basic earnings per share.

The following reflects the profit and share data used in the basic and diluted earnings per share computations:

	2025	2024
Profit attributable to ordinary equity holders of the Parent: (in QR'000)		
Continuing operations	1,242,599	1,252,322
Discontinued operations	563	(16,173)
	1,243,162	1,236,149
Ordinary shares issued and fully paid (thousand shares)	3,891,246	3,891,246
Weighted average number of shares outstanding during the year (thousand shares)	3,891,246	3,891,246
Basic and diluted earnings per share (QR)	0.3195	0.3177

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Accounting policy:

The Group presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the consolidated profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period.

Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares, which comprise convertible notes and share options granted to employees, if any.

36. COMPONENTS OF OTHER COMPREHENSIVE INCOME

	2025	2024
	QR'000	QR'000
Translation reserves	30,566	(125)
Fair value reserves	1,372	(7,834)
Other reserves	-	1,034
	31,938	(6,925)

37. DIVIDENDS

Dividends paid and proposed

	2025	2024
	QR'000	QR'000
Declared and accrued during the year:		
Final dividend for the year 2024, 18% of nominal value per share (2024: final dividend for the year 2023, 18 % of nominal value per share)	700,424	700,424

The shareholders of the Parent Company approved at the Annual General Meeting held on 10 March 2025 a cash dividend of QR 0.18 per share, amounting to QR 700,424 thousand from the profit of 2024 (2024: cash dividend of QR 0.18 per share; amounting to QR 700,424 thousand from the profit of 2023).

The proposed dividend for 2025 of 18% of nominal value per share will be submitted for formal approval at the Group's Annual General Assembly Meeting.

Accounting policy:

The Group recognises a liability to make cash distributions to equity holders of the Parent when the distribution is authorised and the distribution is no longer at the discretion of the Group. As per the Qatar Commercial Companies Law No. 11 of 2015, whose certain provisions were subsequently amended by Law No. 8 of 2021, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity.

38. CONTRIBUTION TO THE SOCIAL AND SPORTS FUND

During the year, the Group appropriated an amount of QR 31,079 thousand (2024: QR 30,904 thousand) representing 2.5% of the consolidated net profit for the year attributable to Equity holders of the Parent as a contribution to the Social and Sports Fund.

Accounting policy:

Contribution to social and sports fund

According to Qatari Law No. 13 of 2008 and the related clarifications issued in January 2010, the Group is required to contribute 2.5% of its consolidated annual net profits, Attributable to the equity holders of the parent, to the State Social and Sports Fund. The clarification relating to Law No. 13 of 2008 requires the payable amount to be recognised as a distribution of net profit. Hence, this is recognised in the consolidated statement of changes in equity.

39. CASH FLOW INFORMATION

Net debt analysis :	2025	2024
	QR'000	QR'000
Bank balances	1,764,759	2,736,242
Borrowing – repayable within one year	(1,330,293)	(2,176,030)
Borrowing – repayable after one year	(11,658,777)	(10,884,207)
Net debt	(11,224,311)	(10,323,995)
Bank balances	1,764,759	2,736,242
Borrowings	(12,989,070)	(13,060,237)
Net debt	(11,224,311)	(10,323,995)

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40. CONTINGENT LIABILITIES

The group had the following contingent liabilities from which it is anticipated that no material liabilities will arise.

	2025	2024
	QR'000	QR'000
Bank guarantees	153,953	141,633

Litigations and claims

During the year, various legal cases were filed against the Group. According to the Group's Legal Counsel's best estimates, no material liabilities will arise as a result of these cases and accordingly no provisions have been made against them, except for what has been provided for in the consolidated financial statements.

41. COMMITMENTS

	2025	2024
	QR'000	QR'000
Contractual commitments with contractors and suppliers for properties under development	142,748	306,984

42. FINANCIAL ASSETS AND FINANCIAL LIABILITIES

Fair values

Set out below is a comparison by class of the carrying amounts and fair value of the Group's financial assets and financial liabilities that are carried in the consolidated statement of financial position:

	Carrying amounts		Fair values	
	2025	2024	2025	2024
	QR'000	QR'000	QR'000	QR'000
Financial assets				
At Amortised cost				
Bank balances (excluding cash)	1,764,759	2,736,242	1,764,759	2,736,242

	Carrying amounts		Fair values	
	2025	2024	2025	2024
	QR'000	QR'000	QR'000	QR'000
Receivables	1,039,099	1,138,845	1,039,099	1,138,845
Due from related parties	84,610	68,834	84,610	68,834
At fair value				
Financial assets at fair value through other comprehensive income	816,082	239,437	816,082	239,437
Financial assets at fair value through profit or loss	130,750	118,824	130,750	118,824
Financial liabilities				
At amortized cost				
Payables and other liabilities	(828,901)	(926,640)	(828,901)	(926,640)
Due to related parties	(168,394)	(149,409)	(168,394)	(149,409)
Obligations under Islamic finance contracts	(12,989,070)	(13,060,237)	(12,989,070)	(13,060,237)
Lease liabilities	(220,917)	(203,572)	(220,917)	(203,572)

The fair value of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

- The fair values of bank balances, receivables, due from related parties, payables and other liabilities and due to related parties approximate their carrying amounts largely due to the short-term maturities of these instruments, except for a finance income bearing amount receivable of QR 693,553 thousand (2024 – QR 714,743 thousand) which is long-term in nature and expected to mature over the next 21 years.
- The fair value of the quoted financial assets at fair value through other comprehensive income and profit or loss is derived from quoted market prices in active markets.
- The fair value of unquoted financial assets at fair value through other comprehensive income are assessed using other reliable measures.
- The fair value of obligations under Islamic finance contracts approximates its carrying amount as these facilities are repriced periodically to reflect market rates through revolving Murabaha finance mechanism.

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Fair value measurement

The following table provides the fair value measurement hierarchy of the Group's assets.

Quantitative disclosures fair value measurement hierarchy for assets as at 31 December 2025 are as follows:

	Date of valuation	Fair value measurement using			
		Total	Quoted prices in active markets Level 1	Significant observable inputs Level 2	Significant unobservable inputs Level 3
		QR'000	QR'000	QR'000	QR'000
Assets measured at fair value:					
Investment properties (Note 12)	31 Dec 2025	32,010,374	-	-	32,010,374
financial assets at fair value through other comprehensive income (Note 10):					
Quoted equity shares	31 Dec 2025	11,367	11,367	-	-
Unquoted equity shares	31 Dec 2025	804,715	-	-	804,715
Financial assets at fair value through profit or loss (Note 5):					
Quoted equity shares	31 Dec 2025	130,750	130,750	-	-

Quantitative disclosures fair value measurement hierarchy for assets as at 31 December 2024 are as follows:

	Date of valuation	Fair value measurement using			
		Total	Quoted prices in active markets Level 1	Significant observable inputs Level 2	Significant unobservable inputs Level 3
		QR'000	QR'000	QR'000	QR'000
Assets measured at fair value:					
Investment properties (Note 12)	31 Dec 2024	31,347,223	-	-	31,347,223
financial assets at fair value through other comprehensive income (Note 10):					
Quoted equity shares	31 Dec 2024	26,563	26,563	-	-
Unquoted equity shares	31 Dec 2024	212,874	-	-	212,874
Financial assets at fair value through profit or loss (Note 5):					
Quoted equity shares	31 Dec 2024	118,824	118,824	-	-

There have been no transfers between Level 1 and Level 2 during 2025 and 2024, and no transfers into and out of Level 3 fair value measurements during 2025 and 2024.

Business model assessment

Classification and measurement of financial assets depends on the results of the Solely Payments of Principal and Finance Income (SPPFI) and the business model test. The Group determines the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgement reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated. The Group monitors financial assets measured at amortised cost or fair value through other comprehensive income that are derecognised prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Monitoring is part of the Group's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those assets. No such changes were required during the periods presented.

43. BASIS OF PREPARATION AND CONSOLIDATION

The principle accounting policies applied in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

43.1 Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB).

The consolidated financial statements have been prepared under the historical cost convention, except for investment properties, financial assets at fair value through profit or loss and financial assets at fair value through other comprehensive income which have been measured at fair value.

The consolidated financial statements are presented in Qatari Riyals, which is the Group's functional and presentational currency and all values are rounded to the nearest thousand (QR'000), except when otherwise indicated.

The preparation of the consolidated financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Group's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to consolidated financial statements are disclosed in Note 46.

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43.2 Basis of consolidation

(a) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases. The Group applies the acquisition method to account for business combinations.

The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The Group recognizes any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognised in the consolidated statement of profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with IFRS 9 either in profit or loss or as a change to other comprehensive income.

Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. When necessary, amounts reported by subsidiaries have been adjusted to conform with the Group's accounting policies.

(b) Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(c) Disposal of subsidiaries

When the Group ceases to have control, any retained interest in the entity is remeasured to its fair value at the date when control is lost, with the change in carrying amount recognised in the consolidated statement of profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in the consolidated statement of comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in the consolidated statement of comprehensive income are reclassified to the consolidated statement of profit or loss.

The Group's subsidiaries accounting for more than 2% of the total assets and /or operational results of the Group during the current or previous financial year are included in these consolidated financial statements are listed below. In addition to the below listed subsidiaries, there are number of other subsidiaries' financial statements that are consolidated into these consolidated financial statements and are accounting for less than 2% of the total assets and/or operational results of the Group.

Name of subsidiary	Country of incorporation	Group effective shareholding percentage	
		31 December 2025	31 December 2024
Asas Real Estate Company W.L.L.	Qatar	100%	100%
Al-Waseef Asset Management Company W.L.L.	Qatar	100%	100%
Barwa International Company W.L.L.	Qatar	100%	100%
Barwa Al Sadd Company W.L.L.	Qatar	100%	100%
Barwa Al Baraha Company W.L.L.	Qatar	100%	100%
Barwa Village Company W.L.L.	Qatar	100%	100%
Masaken Al Sailiya & Mesameer Company W.L.L.	Qatar	100%	100%
Qatar Real Estate Investment Company P.J.S.C.	Qatar	100%	100%
Qatar Project Management Company Q.P.S.C.	Qatar	70%	70%
Madinat Al Mawater Company W.L.L.	Qatar	100%	100%
Barwa District Cooling Company W.L.L.	Qatar	100%	100%
Dar Al Eloum Real Estate Development Company W.L.L.	Qatar	100%	100%
Barahat Al Janoub Real Estate Company W.L.L.	Qatar	100%	100%
Rawasy Real Estate Company W.L.L.	Qatar	100%	100%
Barwa Al Doha W.L.L.	Qatar	100%	100%
Barwa Salwa W.L.L.	Qatar	100%	100%

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All the above-mentioned companies' are active in real estate development except for Al Waseef Asset Management Co. and Dar El Oloum which is mainly active in property and facility management, Qatar Project Management Co. is mainly active in project management, whereas Barwa Cooling is mainly active in cooling services.

Discontinued operations

	2025	2024
	QR'000	QR'000
Rental income	1,666	10,595
Rental operation expenses	-	(181)
Net rental income	1,666	10,414
Net fair value loss on investment properties	-	(12,471)
General and administrative expenses	(366)	(2,917)
Impairment expense (Note 9)	-	(9,452)
Other income	354	914
Profit/(loss) before finance cost and taxation	1,654	(13,512)
Finance cost (Note 21)	-	(596)
Profit / (loss) before taxation	1,654	(14,108)
Taxation	(1,091)	(2,065)
Net profit/(loss) from discontinued operations for the year	563	(16,173)

The details of the disposed subsidiary are presented below:

	2024
	QR'000
Non-current assets held for sale (Note 9)	120,986
Trade receivables	835
Cash and bank balance	20,304
Lease liabilities (Note 21)	(28,298)
Due to Parent entity	(113,293)
Trade payable	(1,805)
Total net liabilities	(1,271)
Adjustments to net liability	(1,380)

	2024
	QR'000
Adjustment to due to related party	95,387
Net assets disposed	92,736
Sales proceeds received	92,803
Gain on disposal of a subsidiary (i)	67

On December 2024, the Group sold Northrow Propco, a wholly owned subsidiary based in Jersey. The business of Northrow Propco was in the real estate operating segment until 1 October 2024.

(e) Liquidation

During the year, one of the Group's 70% owned local subsidiaries was liquidated and deregistered.

44. MATERIAL NON-CONTROLLING INTERESTS

The financial information of Group's subsidiaries that have material non-controlling interests is provided below:

Proportion of effective equity interest held by non-controlling interests are as follows:

Name of subsidiary	Country of incorporation	31 December 2025	31 December 2024
Nuzul Holding Company B.S.C (c)	Kingdom of Bahrain	51%	51%
Qatar Project Management Company Q.P.S.C.	Qatar	30%	30%

	2025	2024
	QR'000	QR'000
Accumulated balances of material non-controlling interest:		
Qatar Project Management Company Q.P.S.C.	26,935	29,449
Nuzul Holding Company B.S.C (c)	136,044	140,821
Profit allocated to material non-controlling interest:		
Qatar Project Management Company Q.P.S.C.	2,056	1,824
Nuzul Holding Company B.S.C (c)	(4,843)	3,240

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The summarised financial information of these subsidiaries are provided below. These information are based on amounts before inter-company eliminations:

	Qatar Project Management Company Q.P.S.C. QR'000	Nuzul Holding Company B.S.C. (c) QR'000
Summarised statement of profit or loss for the year ended 31 December 2025:		
Revenues and gains	81,222	11,910
Expenses and losses	(74,368)	(21,405)
Profit for the year	6,854	(9,495)
Total comprehensive income	6,854	(9,495)
Summarised statement of financial position as at 31 December 2025:		
Non-current assets	24,188	271,140
Current assets	147,272	189,596
Non-current liabilities	(68,715)	(771)
Current liabilities	(12,963)	(193,211)
Net equity	89,782	266,754
Attributable to:		
Equity holders of Parent	62,847	130,709
Non-controlling interest	26,935	136,044
Total equity	89,782	266,754
Summarised statement of financial position as at 31 December 2024:		
Non-current assets	24,772	272,038
Current assets	135,581	201,618
Non-current liabilities	(12,187)	(4,059)
Current liabilities	(50,002)	(193,478)
Net equity	98,164	276,119
Attributable to:		
Equity holders of Parent	68,715	135,298
Non-controlling interest	29,449	140,821
Total equity	98,164	276,119
Summarised cash flow information for the year ended 31 December 2025:		
Operating activities	(6,968)	1,353
Investing activities	12,092	(1,227)
Financing activities	(4,500)	-
Net change in cash and cash equivalents	624	126
Summarised cash flow information for the year ended 31 December 2024:		
Operating activities	2,246	6,882
Investing activities	(3,738)	(5,764)
Financing activities	(3)	-
Net change in cash and cash equivalents	(1,495)	1,118

	Qatar Project Management Company Q.P.S.C. QR'000	Nuzul Holding Company B.S.C. (c) QR'000
Summarised statement of profit or loss for the year ended 31 December 2025:		
Revenues and gains	81,222	11,910
Expenses and losses	(74,368)	(21,405)
Profit for the year	6,854	(9,495)
Total comprehensive income	6,854	(9,495)
Summarised statement of financial position as at 31 December 2025:		
Non-current assets	24,188	271,140
Current assets	147,272	189,596
Non-current liabilities	(68,715)	(771)
Current liabilities	(12,963)	(193,211)
Net equity	89,782	266,754
Attributable to:		
Equity holders of Parent	62,847	130,709
Non-controlling interest	26,935	136,044
Total equity	89,782	266,754
Summarised statement of financial position as at 31 December 2024:		
Non-current assets	24,772	272,038
Current assets	135,581	201,618
Non-current liabilities	(12,187)	(4,059)
Current liabilities	(50,002)	(193,478)
Net equity	98,164	276,119
Attributable to:		
Equity holders of Parent	68,715	135,298
Non-controlling interest	29,449	140,821
Total equity	98,164	276,119
Summarised cash flow information for the year ended 31 December 2025:		
Operating activities	(6,968)	1,353
Investing activities	12,092	(1,227)
Financing activities	(4,500)	-
Net change in cash and cash equivalents	624	126
Summarised cash flow information for the year ended 31 December 2024:		
Operating activities	2,246	6,882
Investing activities	(3,738)	(5,764)
Financing activities	(3)	-
Net change in cash and cash equivalents	(1,495)	1,118

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45. FINANCIAL RISK MANAGEMENT

This note explains the Group's exposure to financial risks and how these risks could affect the Group's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk	- Investments in equity securities - Borrowings - Foreign currency denominated financial assets and liabilities	Sensitivity analysis	Portfolio diversification
Credit risk	- Cash and bank balances - Receivables - Due from related parties - Financial Assets at FVTPL - Financial Assets at FVTOCI	- Ageing analysis - Credit ratings	Diversification of bank deposits, credit limits and letters of credit.
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities.

Objectives and policies

The Group's principal financial liabilities comprise payables and other liabilities, due to related parties, obligations under Islamic finance contracts and lease liabilities. The main purpose of these financial liabilities is to raise finance for the Group's operations. The Group has various financial assets such as cash and bank balances, receivables, due from related parties, financial assets at fair value through profit or loss and financial assets at fair value through other comprehensive income which arise directly from its operations.

The main risks arising from the Group's financial instruments are market risk, credit risk, liquidity risk, operational risk, real estate risk and other risks. The Board of Directors reviews and agrees policies for managing each of these risks which are summarised below:

Market risk

Market risk is the risk that changes in market prices, such as profit rates, foreign currency exchange rates and equity prices will affect the Group's profit, equity or value of its holding of financial instruments. The objective of market risk management is to manage and control the market risk exposure within acceptable parameters, while optimizing return.

a. Profit rate risk

The Group's financial assets and liabilities that are subject to profit rate risk comprise bank deposits and obligations under Islamic finance contracts. The Group's exposure to the risk of changes in market profit rates relates primarily to the Group's financial assets and liabilities with floating profit rates.

The Group manages its profit rate risk through portfolio diversification relating to obligations under Islamic finance contracts and finance lease receivable.

At the reporting date the profit rate profile of the Group's profit bearing financial instruments was:

	Carrying amounts	
	2025	2024
	QR'000	QR'000
Floating profit rate instruments:		
Fixed term deposits (Note 4)	1,337,837	2,151,960
Financial liabilities – Borrowings (Note 22)	(12,138,442)	(12,205,708)

The following table demonstrates the sensitivity of consolidated statement of profit or loss to reasonably possible changes in profit rates by 25 basis points (bps), with all other variables held constant. The sensitivity of the consolidated statement of profit or loss is the effect of the assumed changes in profit rates for one year, based on the floating rate financial assets and financial liabilities held at 31 December. The effect of decrease in profit rates is expected to be equal and opposite to the effect of the increase shown.

	Profit or loss +/- 25 bps
	QR'000
At 31 December 2025	-/+ 30,790
At 31 December 2024	-/+ 30,594

The Group will continue to apply the amendments to IFRS 9 until the uncertainty arising from the profit rate benchmark reforms with respect to the timing and the amount of the underlying cash flows of the Group is exposed to ends. The Group has assumed that this uncertainty will not end until the Group's contracts that reference LIBOR are amended to specify the date on which the profit rate benchmark will be replaced, the cash flows of the alternative benchmark rate and the relevant spread adjustment. This will in part be dependent on the introduction of fall back clauses which have yet to be added to the Group's contracts and the negotiation with the lenders.

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b. Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities and the Group's net investment in foreign subsidiaries.

The Group had the following net exposure denominated in foreign currencies:

	2025	2024
	QR'000	QR'000
	Assets (Liabilities)	Assets (Liabilities)
EUR	375	514
GBP	87,702	199,024
MAD	3,230	68,178
KWD	(928,415)	(928,332)
EGP	(2,099)	(2,224)
AED	(2,245)	(2,062)
SAR	(35,250)	(64,897)
USD	(2,737,934)	(2,791,209)

The Group has limited exposure to foreign exchange risks arising from balances dominated in US Dollars as the Qatari Riyal is pegged to the US Dollar.

The Group is mainly exposed to the currencies listed above. The following table details the Group's sensitivity to a 5% increase and decrease in currency units against the relevant foreign currencies. 5% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the year-end for a 5% change in foreign currency rates.

A positive number below indicates an increase in profit and other equity where currency units strengthens 5% against the relevant currency. For a 5% weakening of currency units against the relevant currency, there would be a comparable impact on the profit and other equity, and the balances below would be negative.

	2025	2024
	QR'000	QR'000
	+/- 5%	+/- 5%
EUR	19	26
GBP	4,385	9,951
MAD	162	3,409
KWD	(46,421)	(46,417)
EGP	(105)	(111)
AED	(112)	(103)
SAR	(1,763)	(3,245)
USD	(136,897)	(139,560)

c. Equity price risk

The following table demonstrates the sensitivity of consolidated statement of profit or loss and the fair value reserve to reasonably possible changes in quoted equity share prices, with all other variables held constant. The effect of decrease in equity prices is expected to be equal and opposite to the effect of the increase shown.

	% changes in market indices	Effect on profit	Effect on equity
		QR'000	QR'000
2025			
Financial assets at fair value through other comprehensive income — Quoted	+10%	-	1,137
Financial assets at fair value through profit or loss	+10%	13,075	13,075
2024			
Financial assets at fair value through other comprehensive income — Quoted	+10%		2,656
Financial assets at fair value through profit or loss	+10%	11,882	11,882

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45 FINANCIAL RISK MANAGEMENT (CONTINUED)

Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The group's exposure to credit risk is as indicated by the carrying amount of its assets which consisted principally of bank balances, receivables, finance lease receivables, due from related parties.

With respect to credit risk arising from the other financial assets of the Group, the Group's exposure to credit risk arises from default of the counterparty with a maximum exposure equal to the carrying amount of these instruments are as follows:

	2025	2024
	QR'000	QR'000
Bank balances	1,764,759	2,736,242
Receivables	1,039,099	1,132,668
Due from related parties	84,610	68,834
	2,888,468	3,937,744

The maximum exposure to credit risk at the reporting date by geographic region was as follows:

	Carrying amounts				
	Domestic	Other GCC countries	European countries	North Africa	Total
	QR'000	QR'000	QR'000	QR'000	QR'000
2025					
Bank balances	1,725,384	18,314	17,766	3,295	1,764,759
Receivables	1,025,755	2,590	7,169	3,585	1,039,099
Due from related parties	84,604	6	-	-	84,610
	2,835,743	20,910	24,935	6,880	2,888,468
2024					
Bank balances	2,540,011	20,872	106,916	68,443	2,736,242
Receivables	1,104,869	24,699	19	3,081	1,132,668
Due from related parties	68,834	-	-	-	68,834
	3,713,714	45,571	106,935	71,524	3,937,744

The Group monitors its exposure to credit risk on an on-going basis and based on the management's assessment and historic default rates, the Group believes that allowance for expected credit loss of QR 457,261 thousand (2024: QR 617,417 thousand) is sufficient against financial assets as at the reporting date. Financial assets include certain balances that are overdue but in management's view are fully recoverable as at the reporting date.

The Group reduces the exposure of credit risk arising from bank balances by maintaining bank accounts in reputed banks. 98 % (2024: 93%) of bank balances represents balances maintained with local banks in Qatar with a good rating.

Credit quality of financial assets

Certain trade and other receivables and due from related parties have no external rating available and there is no formal internal credit rating established by the Group, so the credit quality of these financial assets cannot be disclosed by the management.

The group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and other receivables.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

To assess the credit risk for its main customers, the Group usually refers to external credit rating agencies (e.g. Moody's, S&P, Fitch Ratings), if available, to assess the probability of default for these customers. Governmental institutions and the externally rated institutions within category A and B credit ratings constitutes of 88% of the trade receivable balance net of provision as of 31 December 2025 (2024: 98%).

The Group does not hold any collateral or other credit enhancements to cover credit risks associated with its financial assets.

The credit quality of financial assets that are neither past due nor impaired is assessed by reference to historical information. Credit risk from balances with banks is managed by the finance department of the Group in accordance with the Group's policy. The external long term credit ratings of the banks are as follows:

	2025	2024
	QR'000	QR'000
A+	103,452	121,430
A1	279,239	277,647
A	1,182,555	2,141,205
A-	25,819	26,267
BBB+	13,542	865
Others	160,152	16٨,٨٢٨
Total	1,764,759	2,736,٢٤٢

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The Group's current credit risk grading framework comprises the following categories:

Category	Description	Basis for recognizing expected credit losses
Performing	The counterparty has a low risk of default and does not have any past-due amounts	12-month ECL
Doubtful	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition	Lifetime ECL – not credit-impaired
In default	Amount is >120 days past due or there is evidence indicating the asset is credit-impaired	Lifetime ECL – credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Company has no realistic prospect of recovery	Amount is written off

Liquidity risk

Liquidity risk is the risk that the group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity risk is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of Group's own reserves and bank facilities. The group's terms of revenue require amounts to be collected within 30 days from the invoiced date.

The table below summarizes the maturity profile of the Group's undiscounted financial liabilities at 31 December based on contractual payment dates and current market profit rates:

2025	Carrying amounts QR'000	Contractual cash out flows QR'000	Less than 1 year QR'000	1- 2 years QR'000	2 - 5 years QR'000	More than 5 years QR'000
Payables and other liabilities	828,901	828,901	817,806	11,095	-	-
Due to related parties	168,394	168,394	168,394	-	-	-
Lease liabilities	220,917	691,083	32,290	14,704	38,789	605,300
Obligations under Islamic finance contracts	12,989,070	15,110,960	1,810,214	3,921,136	9,079,475	300,135
	14,207,282	16,799,338	2,828,704	3,946,935	9,118,264	905,435

2024	Carrying amounts QR'000	Contractual cash out flows QR'000	Less than 1 year QR'000	1- 2 years QR'000	2 - 5 years QR'000	More than 5 years QR'000
Payables and other liabilities	926,640	929,982	914,523	15,459	-	-
Due to related parties	149,409	149,409	148,830	579	-	-
Lease liabilities	203,572	485,387	25,738	13,823	39,649	406,177
Obligations under Islamic finance contracts	13,060,237	16,167,751	2,801,338	1,698,950	4,682,344	6,985,119
	14,339,858	17,732,529	3,890,429	1,728,811	4,721,993	7,391,296

In addition, the Group is using the combination of the cash inflows from the financial assets and the available bank facilities to manage the liquidity. The below table presents the cash inflows from the financial assets:

2025	Less than 1 year QR'000	1-2 years QR'000	2-5 years QR'000	More than 5 years QR'000	Total QR'000
Receivables	325,007	49,939	88,200	575,953	1,039,099
Due from related parties	84,610	-	-	-	84,610
Financial instruments	920,914	25,918	-	-	946,832
	1,330,531	75,857	88,200	575,953	2,070,541

2024	Less than 1 year QR'000	1-2 years QR'000	2-5 years QR'000	More than 5 years QR'000	Total QR'000
Receivables	405,107	60,188	144,630	522,743	1,132,668
Due from related parties	68,834	-	-	-	68,834
Financial instruments	317,211	41,050	-	-	358,261
	791,152	101,238	144,630	522,743	1,559,763

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45 FINANCIAL RISK MANAGEMENT (CONTINUED)

Operational risk

Operational risk is the risk of direct or indirect loss arising from a Group of causes associated with the Group's processes, personnel, technology and infrastructure, and from external factors other than market, credit and liquidity risks such as those arising from generally accepted standards of corporate behaviour. Operational risks arise from all of the Group's operations.

The Group's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to the Group's reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity.

The primary responsibility for the development and implementation of controls to address operational risk is assigned to senior management within each department. This responsibility is supported by the development of overall Group standards for the management of operational risk in the following areas:

- requirements for appropriate segregation of duties, including the independent authorisation of transactions.
- requirements for the reconciliation and monitoring of transactions.
- compliance with regulatory and other legal requirements and documentation of controls and procedures.
- requirements for the periodic assessment of operational risks faced, and the adequacy of controls and procedures to address the risks identified.
- requirements for the reporting of operational losses and proposed remedial action.
- development of contingency plans.
- training and professional development.
- ethical and business standards.
- risk mitigation, including casualty insurance of assets and against embezzlement, where this is effective.

Real estate risk

The Group has identified the following risks associated with the real estate portfolio:

- 1). The cost of the development schemes may increase if there are delays in the planning process. The Group uses its own resources in the development of most of its projects, which employ experts in the specific planning requirements in the scheme's location in order to reduce the risks that may arise in the planning process, and utilises the accumulated experience in contracting for the purpose of reducing development costs as compared to the relevant market.
- 2). A major tenant may become insolvent causing a significant loss of rental income and a reduction in the value of the associated property (see also credit risk). To reduce this risk, the Group reviews the financial status of all prospective major tenants and decides on the appropriate level of security required via rental deposits or guarantees.
- 3). The exposure of the fair values of the portfolio to market and occupier fundamentals.

Other risks

Other risks to which the Group is exposed are regulatory risk, legal risk, and reputational risk. Regulatory risk is controlled through a framework of compliance policies and procedures. Legal risk is managed through the effective use of internal and external legal advisors. Reputational risk is controlled through the regular examination of issues that are considered to have reputational repercussions for the Group, with guidelines and policies being issued as appropriate.

Capital management

The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. Capital consists of share capital, treasury shares, other reserves, general reserve and retained earnings of the Group. The Board of Directors monitors the return on capital, which the Group defines as net operating income divided by total shareholders' equity. The Board of Directors also monitors the level of dividends to the shareholders.

The Group's main objectives when managing capital are:

- to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders;
- to provide an adequate return to shareholders by pricing products and services commensurately with the level of risk; and
- to remain within the Group's quantitative banking covenants.

Further, the Board seeks to maintain a balance between higher targeted returns that might be possible with higher levels of financing, and the advantages and security afforded by the strong capital position of the Group.

The Group's net debt to equity ratio at the reporting date was as follows:

	2025	2024
	QR'000	QR'000
Finance cost bearing debts	12,989,070	13,060,237
Less: bank balances	(1,683,960)	(2,647,328)
Net debt	11,305,110	10,412,909
Total equity (excluding legal reserve & non-controlling interests)	20,698,213	20,160,284
Net debt to equity ratio at 31 December	54.62%	51.65%

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46. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of financial statements requires the use of accounting estimates which, by definition, will seldom equal the actual results. Management also needs to exercise judgment in applying the Group's accounting policies.

This note provides an overview of the areas that involved a higher degree of judgement or complexity, and of items which are more likely to be materially adjusted due to estimates and assumptions turning out to be wrong. Detailed information about each of these estimates and judgements together with information about the basis of calculation for each affected line item are included in these consolidated financial statements.

In the process of applying the Group's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the consolidated financial statements:

- Estimation of fair value of investment properties – Note 12
- Estimation of net realizable value for trading properties – Note 7
- Estimation of current tax payable and current tax expense – Note 17
- Estimated useful life of property, plant and equipment – Note 13
- Estimated fair value of certain financial assets at fair value through other comprehensive income – Note 10
- Estimation of defined benefit pension obligation – Note 20
- Recognition of revenue – Notes 7, Note 12 and Note 28
- Recognition of deferred tax asset for carried forward tax losses – Note 17
- Impairment of Bank balances – Note 4
- Impairment of receivables – Note 6
- Impairment of due from related parties – Note 8
- Impairment of right-of-use assets – Note 14
- Impairment of associates – Note 15
- Impairment of goodwill – Note 16
- Impairment of non financial assets (i)
- Consolidation decisions – Note 43
- Classification of property – Notes 7, Note 12 and Note 13
- Determining the lease term – Note 14 and Note 21
- Discounting of lease payments – Note 14 and Note 21
- Going concern assessment (ii)
- Non-current assets held for sale – Note 9

Estimates and judgements are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

i). Impairment of non financial assets

The Group assesses whether there are any indicators of impairment for all non financial assets at each reporting date. Goodwill embedded in the cost of acquisition of subsidiaries are tested for impairment annually and at other times when such indicators exist. Other non financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. When value in use calculations are undertaken, management estimates the expected future cash flows from the asset or cash generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

ii). Going concern assessment

The Group's management has made an assessment of the Group's ability to continue as a going concern and is satisfied that the Group has the resources to continue in business for the foreseeable future. Furthermore, the management is not aware of any material uncertainties that may cast significant doubt upon the Group's ability to continue as a going concern. Therefore, the consolidated financial statements are prepared on a going concern basis.

Key assumptions used in value in use calculations:

The calculation of value in use for cash generating units relating to real estate projects are most sensitive to the following assumptions:

Gross margin

Gross margins are based on average values achieved in the period preceding the start of the budget period. These are increased over the budget period for anticipated efficiency improvements.

Discount rates

Discount rates represent the current market assessment of the risks specific to each cash generating unit, regarding the time value of money and individual risks of the underlying assets which have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the Group and its operating segments and derived from its weighted average cost of capital (WACC). The WACC takes into account both debt and equity. The cost of equity is derived from the expected return on investment by the Group's investors. The cost of debt is based on the profit bearing Islamic financing, the Group is obliged to service. Segment-specific risk is incorporated by applying individual beta factors. The beta factors are evaluated annually based on publicly available market data.

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47. OTHER MATERIAL ACCOUNTING POLICY INFORMATION

IFRS 16 – LEASES

The Group as a lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognised a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Group recognised the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the lessee uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the consolidated statement of financial position. The lease liability is subsequently measured by increasing the carrying amount to reflect finance cost on the lease liability (using the effective finance cost method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

1. The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
2. The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating finance cost rate, in which case a revised discount rate is used).

3. A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group made adjustments during the year related to the renewal of lease agreements.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under IAS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the consolidated statement of financial position.

The Group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Property, Plant and Equipment' policy (not part of this Appendix).

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in 'Other expenses' in profit or loss (see Note 31).

As a practical expedient, IFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has not used this practical expedient. For a contracts that contain a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Under IFRS 16, an intermediate lessor accounts for the head lease and the sublease as two separate contracts. The intermediate lessor is required to classify the sublease as a finance or operating lease by reference to the right-of-use asset arising from the head lease (and not by reference to the underlying asset as was the case under IAS 17).

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47 OTHER MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

The Group's leasing activities and how these are accounted for:

The Group leases various plots of land and buildings. Rental contracts are typically made for fixed periods ranging from 1 to 99 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

With effect from 1st January 2019, leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic finance cost on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments less any lease incentives receivable
- variable lease payment that are based on an index or a rate
- amounts expected to be payable by the lessee under residual value guarantees
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

The lease payments are discounted using the rate implicit in the agreement, if applicable. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in the statement of profit or loss. Short-term leases are leases with a lease term of 12 months or less.

Group as a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

Fair value measurement

The Group measures financial instruments, such as financial assets through profit or loss, financial assets at fair value through other comprehensive income, at fair value at each reporting date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, recognised the use of relevant observable inputs and recognised the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are recognised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

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For assets and liabilities that are recognised in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between Levels in the hierarchy by re-assessing recognised on (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Group's management determines the policies and procedures for both recurring fair value measurement, such as investment properties and unquoted financial assets at fair value through other comprehensive income. The management comprises of the head of the development segment, the head of the finance team, the head of the risk management department and the managers of each property.

External valuers are involved for valuation of significant assets, such as investment properties and trading properties. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. The management discusses and reviews, the Group's external valuers, valuation techniques and assumptions used for each property.

At each reporting date, the management analyses the movements in the values of assets and liabilities which are required to be re-measured or re-assessed as per the Group's accounting policies. For this analysis, the management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

The management, in conjunction with the Group's external valuers, also compares each changes in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

The Group classifies its financial assets in the following categories; financial assets at fair value through profit or loss, Financial assets carried at amortised cost, and financial assets at fair value through other comprehensive income, as appropriate. All financial assets are recognised initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset.

Purchases or sales of financial assets that require delivery of assets within a time-frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Financial assets carried at amortised cost

loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective profit rate method, less any impairment losses. The losses arising from impairment are recognised in the consolidated statement of profit or loss.

Financial liabilities

The Group's financial liabilities include trade and other payables, due to related parties, obligations under Islamic finance contracts and lease liabilities.

Non-derivative financial liabilities

The Group initially recognised financial liabilities on the date that they are originated which is the date that the group becomes a party to the contractual provisions of the instrument.

The Group recognised a financial liability when its contractual obligations are discharged, cancelled or expired.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the assets and settle the liabilities simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default insolvency or bankruptcy of the Group or counter party.

Impairment of financial assets

The Group assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated. Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in costs or principal payments, the probability that they will enter bankruptcy or other financial recognised on, and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

For receivables category, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective profit rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in the consolidated statement of profit or loss.

The reversal of the previously recognised impairment loss is recognised in the consolidated statement of profit or loss.

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47 OTHER MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

Financial instruments (continued)

Assets classified as financial assets at fair value through other comprehensive income (FVTOCI)

The Group assesses at the end of each reporting period whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity investments classified as available for sale, a significant or prolonged decline in the fair value of the security below its cost is also evidence that the assets are impaired. If any such evidence exists for FVTOCI, the cumulative losses (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the consolidated statement of profit or loss) is removed from equity and recognised in the consolidated statement of profit or loss. Impairment losses recognised in the consolidated statement of profit or loss on equity instruments are not reversed through the consolidated statement of profit or loss. If, in a subsequent period, the fair value of a debt instrument classified as FVTOCI increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in the consolidated statement profit or loss, the impairment loss is reversed through the consolidated statement of profit or loss.

Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the units and then to reduce the carrying amount of the other assets in the unit (Group of units) on a recognition basis. Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed (other than for goodwill) if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Tenant deposits

Tenant deposits liabilities are initially recognised at fair value and subsequently measured at amortised cost where material. These deposits are refundable to the tenants at the end of the lease term.

Foreign currency translation

Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The consolidated financial statements are presented in 'Qatari Riyals' ("QR"), which is the Group's presentational currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the consolidated statement of profit or loss, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges. Foreign exchange gains and losses are presented in the consolidated statement of profit or loss within 'finance income or costs'.

Changes in the fair value of monetary securities denominated in foreign currency classified as available for sale are analysed between translation differences resulting from changes in the amortised cost of the security and other changes in the carrying amount of the security. Translation differences related to changes in amortised cost are recognised in the consolidated statement profit or loss, and other changes in carrying amount are recognised in the consolidated statement of comprehensive income.

Translation differences on non-monetary financial assets and liabilities such as equity instruments held at fair value through profit or loss are recognised in the consolidated statement profit or loss as part of the fair value gain or loss. Translation differences on non-monetary financial assets, such as equity instruments classified as financial assets at fair value through other comprehensive income, are included in the consolidated statement of comprehensive income.

Group companies

The results and financial position of all the Group entities (none of which has the currency of a hyper-inflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that financial position;
- income and expenses for each consolidated statement of profit or loss are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and
- all resulting exchange differences are recognised in the consolidated statement of comprehensive income.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Exchange differences arising are recognised in the consolidated statement of comprehensive income.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 December 2025

48. APPLICATION OF NEW AND AMENDED INTERNATIONAL FINANCIAL REPORTING STANDARDS

The accounting policies adopted are consistent with those of the previous financial year, except for the following new and amended IFRS Accounting Standards recently issued by the IASB and International Financial Reporting Interpretations Committee ("IFRIC") interpretations effective as of 1 January 2025:

48.1 New and amended IFRS Accounting Standards that are effective for the current year

The accounting policies adopted are consistent with those of the previous financial period, except for the following new and amended standards issued by the International Accounting Standards Board (IASB) effective from 1 January 2025 as noted below:

The Group applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2025 (unless otherwise stated).

Content	Effective date
Lack of exchangeability – Amendments to IAS 21	1 January 2025

The new amendments had no impact on the Group's consolidated financial statements.

Lack of exchangeability – Amendments to IAS 21

For annual reporting periods beginning on or after 1 January 2025, Lack of Exchangeability – Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates specifies how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments did not have a material impact on the Group's consolidated financial statements.

48.2 New and amended IFRS Accounting Standards in issue but not yet effective and not early adopted

The new and amended standards that are issued, but not yet effective, up to the date of issuance of the Group's consolidated financial statements are disclosed below. The Group intends to adopt these new and amended standards and interpretations, if applicable, when they become effective.

Content	Effective date
Amendments to the Classification and Measurement of Financial Instruments - Amendments to IFRS 9 and IFRS 7	1 January 2026
Annual Improvements to IFRS Accounting Standards - Volume 11	1 January 2026
Contracts Referencing Nature-dependent Electricity - Amendments to IFRS 9 and IFRS 7	1 January 2026
IFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
IFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027

The Group has not early adopted any other standard or amendment that has been issued but is not yet effective.

Amendments to the Classification and Measurement of Financial Instruments - Amendments to IFRS 9 and IFRS 7

In May 2024, the IASB issued Amendments to IFRS 9 and IFRS 7, Amendments to the Classification and Measurement of Financial Instruments (the Amendments). The Amendments include:

A clarification that a financial liability is derecognised on the 'settlement date' and the introduction of an accounting policy choice (if specific conditions are met) to derecognise financial liabilities settled using an electronic payment system before the settlement date

Additional guidance on how the contractual cash flows for financial assets with environmental, social and corporate governance (ESG) and similar features should be assessed

Clarifications on what constitute 'non-recourse features' and what are the characteristics of contractually linked instruments

The introduction of disclosures for financial instruments with contingent features and additional disclosure requirements for equity instruments classified at fair value through other comprehensive income (OCI)

The Amendments are effective for annual periods starting on or after 1 January 2026 with early adoption permitted for classification of financial assets and related disclosures only. The Group does not anticipate that the amendments will have a material effect on the Group's consolidated financial statements.

Annual Improvements to IFRS Accounting Standards - Volume 11

In July 2024, the IASB issued nine narrow scope amendments as part of its periodic maintenance of IFRS accounting standards. The amendments include clarifications, simplifications, corrections or changes to improve consistency in IFRS 1 First-time Adoption of International Financial Reporting Standards, IFRS 7 Financial instruments: Disclosure and its accompanying Guidance on implementing IFRS 7, IFRS 9 Financial Instruments, IFRS 10 Consolidated Financial Statements and IAS 7 Statements of Cash Flows.

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The amendments will be effective for reporting periods beginning on or after 1 January 2026. Earlier application is permitted and must be disclosed.

The amendments are not expected to have a material impact on the Group's consolidated financial statements.

Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 and IFRS 7

In December 2024, the IASB issued Amendments to IFRS 9 and IFRS 7 - Contracts Referencing Nature-dependent Electricity. The amendments apply only to contracts that reference nature-dependent electricity; the amendments:

- Clarify the application of the 'own-use' requirements for in-scope contracts
- Amend the designation requirements for a hedged item in a cash flow hedging relationship for in-scope contracts
- Add new disclosure requirements to enable investors to understand the effect of these contracts on a company's financial performance and cash flows

The amendments will take effect for annual reporting periods starting on or after 1 January 2026. Early adoption is allowed, but it must be disclosed. The amendments concerning the own-use exception are to be applied retrospectively, while the hedge accounting amendments should be applied prospectively to new hedging relationships designated from the initial application date. Additionally, the IFRS 7 disclosure amendments must be implemented alongside the IFRS 9 amendments. If an entity does not restate comparative information, it cannot present comparative disclosures.

The Group does not expect that the amendments will have a material impact on its Consolidated financial statements.

IFRS 18 Presentation and Disclosure in Financial Statements

In April 2024, the IASB issued IFRS 18, which replaces IAS 1 Presentation of Financial Statements. IFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

The standard requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and it also includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements (PFS) and the notes.

In addition, narrow-scope amendments have been made to IAS 7 Statement of Cash Flows, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

IFRS 18, and the amendments to the other standards, are effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. IFRS 18 will apply retrospectively.

The Group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements. The initial expected material impacts on Group's financial statements are, as follows:

Rental income, change in fair value from investment properties and share of profit or an associate and a joint venture will be classified in the investing category within the statement of profit or loss.

Foreign exchange difference will be classified in the category where the related income and expense form the item giving rise to the foreign exchange difference.

New disclosure will be added: (a) management-defined performance measures; (b) specified expense by nature if expenses are presented by function in the operating category of the statement of profit or loss; and (c) a reconciliation for each line item in the statement of profit or loss between the restated amounts presented applying IFRS 18 and the amounts previously presented applying IAS 1.

Interest received and interest paid will be classified in the investing activities and financing activities, respectively, on the statement of cash flows.

IFRS 19 Subsidiaries without Public Accountability: Disclosures

In May 2024, the IASB issued IFRS 19, which allows eligible entities to elect to apply its reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS accounting standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in IFRS 10, cannot have public accountability and must have a Parent (ultimate or intermediate) that prepares consolidated financial statements, available for public use, which comply with IFRS accounting standards.

IFRS 19 will become effective for reporting periods beginning on or after 1 January 2027, with early application permitted.

As the Group's equity instruments are publicly traded, it is not eligible to elect to apply IFRS 19.



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