



**CORPORATE
GOVERNANCE
REPORT**



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Definitions

- **Information**
Information, data, and documents related to the establishment of the company and its activities, and its reports and other information that the company must disclose and make it available to shareholders and enable them to access and obtain them according to the law and the provisions of this system and other legislations of the Authority.
- **The Authority**
Qatar Financial Markets Authority (QFMA)
- **Board's Charter**
The Charter prepared by the Board to define its tasks, responsibilities and the duties of its Chairman and members.
- **The Board**
The Board of Directors of the listed company or the one that manages the listed legal entity, as appropriate.
- **Board's Secretary**
The person appointed by the Board of Directors, in accordance with the requirements of the corporate governance system, and who is responsible for organizing and coordinating matters related to the Board and the company.
- **Chairman**
The chairman of the company's board of directors is responsible for managing the company in accordance with the law, its articles of association and foundation.
- **Governance**
The system by which the company is managed and controlled and defines the basis and principles of the distribution of rights and responsibilities among the various stakeholders of the company, such as board members, managers, shareholders and other stakeholders, and clarifies the basis and procedures for taking decisions related to the affairs of the company.
- **Governance report**
It is an independent annual report that includes the company's disclosure of its commitment to apply the principles and provisions of the governance system, to be approved by the Chairman and to be submitted to the Authority along with the company's annual report.
- **Cumulative voting**
It is a voting method for selecting members of the Board of Directors. Each shareholder is granted a voting power for the number of shares he owns, so that he has the right to vote for one nominee or divide it among those he chooses from the nominees without any repetition of these votes.
- **External Auditor**
The person authorized in accordance with the provisions of the law and registered in the Authority's external auditors list to review and audit the financial statements and data and express an opinion thereon, in accordance with the principles of the profession and international auditing standards or auditing standards related to the Islamic financial institution and obtain confirmation of whether the financial statements are free from material misstatements in addition to the liquidation.
- **Independent member**
He is a member of the Board of Directors who enjoys complete independence, except for the following examples and not limited to:



- a) To be the owner of at least (1%) of the company's shares or any of its subsidiaries.
 - b) To be a representative of a legal person who owns at least (5%) of the shares of the company or any of its subsidiaries.
 - c) To be in the senior executive management of the company or any of its subsidiaries during the year preceding the elections of the Board.
 - d) To have a relative of first degree with any member of the Board of Directors or the senior executive management of the company, or in any of its subsidiaries.
 - e) To be a member of the board of directors of any subsidiary of the company nominating for a membership in its board of directors.
 - f) To be an employee during the two years preceding the elections of the Board with any of the parties associated with the company or any of its subsidiaries, such as certified accountants and major suppliers, or to own control shares with any of these parties during the two years preceding the elections of the Board.
 - g) Has direct or indirect transactions with the company or any of its subsidiaries during the two years preceding the elections of the Board.
- **Senior executive management**
Chief executive officer and other executives directly reporting to him, including the heads of the internal control.
 - **Internal Control**
Financial auditing, performance evaluation, and risk management performed by one or more independent function of the company.
 - **Major deal**
Any connected deal or group of deals aimed at owning, selling, leasing, exchanging or disposing (except for the creation of guarantees) of the company's assets or assets that the company will acquire or that will change the basic nature of the company's business; or that its total value exceeds (10%) of the lowest value between the market value of the company or the net asset value of the company according to the latest published financial statements.
 - **Market**
It is the main market in Qatar Stock Exchange.
 - **Non-executive member**
He is a member of the Board of Directors who is not available to manage the company and does not receive a pay for it.
 - **Related party**
A person is considered a related to the company if he is a member of the board of directors of the company or any of its subsidiaries, or in the senior executive management of the company or any of its subsidiaries, or if he owns at least (5%) of the shares of the company or of its subsidiaries, or is a relative of any of the former Board members up to the second degree, and every legal person who is under control of a member of the company's board of directors or any of its subsidiaries or its senior executive management and their relatives up to the second degree, or who is involved in a project or company of any kind with the company or any company in its group.
 - **Stakeholders**
Everyone who has an interest with the company based on a right or legal status such as shareholders, employees, creditors, customers, suppliers and others.



Chairman's Message

Our valued shareholders,

I am pleased on behalf of myself, my colleagues members of Board of Directors to present you the corporate governance report of Barwa Real Estate Company (Qatar Public Shareholding Company "QPSC") of year 2022, which highlights the company's approved governance practices based on the resolution of the Board of Directors of the Qatar Financial Markets Authority (QFMA) No. (5) of 2016 issuing the corporate governance system and legal entities listed in the main market.

Driven by the company's vision and values, which are based on leadership, commitment, honesty, teamwork, and integrity, Barwa Real Estate is committed to governing principles and works tirelessly and determinedly to reach the highest global standards and apply the best international standards in the field of governance.

Barwa Real Estate adopts the highest standards of transparency and disclosure within the framework of sound governance that aligns with the company's operations and activities, in accordance with its surrounding developments. Whereas the company is committed to providing accurate, comprehensive, and up-to-date information to shareholders within the framework of its transparency-based work.

In order to ensure that we meet the requirements of the authorities in the State of Qatar, and our goal for continuous progress in the company and the results of its performance, we are committed to issue the corporate governance report on an annual basis to present it to the shareholders during the General Assembly meeting.

God grants success,

Salah bin Ghanim Al-Ali

Chairman, Barwa Real Estate Company (Q.P.S.C.)



1. Preface

Corporate governance is considered one of the most important pillars on which Barwa relies on to establish a culture of openness, transparency and clarity in its commercial and administrative dealings, in order to protect the rights of investors, the rights of other stakeholders, and minority shareholders to rectify its business and manage it in line with international best practices and approved regulatory frameworks.

Corporate governance laws are defined as the principles that regulate the relations between the main parties in the company (members of the board of directors, executive management, shareholders ...) to achieve one purpose of distributing rights and responsibilities among the various participants and other stakeholders.

Corporate governance is an integral part of the culture of Barwa Real Estate Company and its commercial practices. Corporate governance for Barwa Real Estate Company aims to establish and achieve the following objectives:

- **Transparency:** Clarity in the company's commercial and operational processes, avoiding ambiguity, confidentiality and misinformation, and making all matters achievable and assured.
- **Accountability:** It is the shareholders' right to hold the organizational management accountable for its performance. This is a right guaranteed by the law and the company's articles of association. It also ensures the responsibility of the executive management before the Board and the responsibility of the Board before the shareholders.
- **Equality:** It is the equality between small and big investors, both domestic and foreign. Barwa's articles of association guarantees this principle in terms of equal voting rights, accountability, nomination, and access to information.
- **Responsibility:** It is the responsibility of Barwa to recognize the rights of stakeholders granted by law and encourage communication and participation between the company and stakeholders.

2. BOARD OF DIRECTORS REPORT ON COMPLIANCE WITH QATAR FINANCIAL MARKET AUTHORITY LEGISLATIONS, INCLUDING GOVERNANCE SYSTEM OF LISTED COMPANIES IN THE MAIN MARKET

The Board of Directors evaluated the compliance of the company with the related legislations ("Legislations") of QFMA ("Authority"), including the governance system of listed companies and legal entities in the main market ("System") issued by the Authority. According to this evaluation, the company assured its compliance with the system rules in regards with the essential aspects.



3. GOVERNANCE FRAMEWORK AND POLICIES

Barwa Real Estate Company is committed to applying the highest levels of corporate governance in its daily dealings, by achieving full compliance with the laws of corporate governance of companies listed in the market, which is regulated by QFMA.

The guiding framework for Barwa Real Estate Company's governance system is provided by the corporate governance system and legal entities listed in the main market and issued by the Resolution of the Board of Directors of QFMA No. 5 of 2016, which was published in the Official Gazette on May 15, 2017, in addition to the applicable laws and other regulations in the State of Qatar and the Qatar Stock Exchange.

The company is constantly working on updating its policies and procedures to reflect the updates of the laws by the regulatory authorities, whenever is needed. Implementation of this, the company is in the process of reviewing its governance policies and procedures to make any necessary changes in accordance with the procedures outlined in Article 3 of the governance system.

3.1 NOMINATION POLICY

The Board of Directors is one of the most important elements that lay the foundation of corporate governance and draw its course towards success and progress. Therefore, it was necessary to establish a policy for the provisions that govern the membership of the Board in light of the company's articles of association and corporate governance rules issued by QFMA. This policy has facilitated access to all the provisions and controls that determine the criteria and procedures for the membership of the Board of Directors and facilitated practicing them. It has shown how the Board is formed, its membership term, the nomination conditions, and the membership qualities under which a board member can be specified, executive and non-executive, dependent and independent. The policy also clarified the mechanism of Board elections, cases in which membership ends and the procedures of filling vacant positions.

3.2 REMUNERATION POLICY

The Board of Directors of Barwa Real Estate Company adheres to the remuneration policy in Article (40) of the company's articles of association, and mentioned in the Commercial Companies Law, which in its amendment issued in 2015, specified the remuneration of Board members can't exceed (5%) of the net profit after deduction legal reserves and dividends. The Board shall present the proposal of remuneration of the Board members to the General Assembly for approval.

3.3 CONFLICT OF INTEREST POLICY

Barwa Real Estate Company has adopted strict policies governing the transactions of insiders and conflict of interest that may arise from involving persons involved in trade and civil society to work as managers, executives and employees in Barwa Company. Barwa Company has set these policies to reveal these matters and avoid losing its objectivity, and to maintain the independence of decision-makers in a way that serves the interests of shareholders, as the company and all its employees are obliged to periodically disclose any



common interests or operations between them or with any other party that has a direct relationship with the company.

3.4 DISCLOSURE POLICY

Barwa Real Estate Company adheres to the disclosure requirements established by the authority by developing a policy that aims to formally disclose the qualitative and quantitative information that the stakeholders disclose, and sets internal control systems to oversee the disclosure process. The company seeks to achieve financial transparency through the disclosure of financial reports, material information and information related to members of the Board of Directors and the executive management and disclosure of information for major shareholders or controlling shareholders, in accordance with the regulatory reporting requirements. This policy helps the board, executive management, and related company management understand their roles and responsibilities in the disclosure process.

3.5 EXTERNAL AUDITOR POLICY

The external audit is an integral part of the integrity of Barwa's business. In view of the importance of the external audit work, the company has developed a policy that regulates all external auditor affairs in full accordance with the relevant requirements and rules of governance.

Barwa Real Estate Company, in accordance with the decision of the General Assembly held on March 13, 2022, appointed EY as the company's external auditor for the fiscal year ending on December 31, 2022 based on the recommendation of the Board of Directors and the technical and financial offers obtained in light of the requirements of the governance system issued by the Qatar Financial Markets Authority. EY is completely independent of the management of Barwa Real Estate Company and its Board of Directors and is registered in the auditors' register stipulated in Law No. (30) of 2004 regarding the regulation of the profession of auditing.

4. BOARD OF DIRECTORS

The Board of Directors is the authority that has all the powers necessary to carry out the company's business except for those that fall within the jurisdiction of the General Assembly in accordance with the law or the company's articles of association. The Board of Directors of Barwa is the main administrative entity. Among his roles and responsibilities, to support the administrative structure, maintain the strategic direction, ensure efficiency and effectiveness, enhance the general situation, maintain integrity and accountability, respond to the demands of shareholders, attend relevant regular important meetings and help in preserving the mission and vision of Barwa Company, discuss or agree on internal audit reports, appoint external auditors and present ideas that would enhance the performance of the company's operations, including its subsidiaries, and implement effective governance.



4.1 FORMATION OF THE BOARD OF DIRECTORS

According to the company's articles of association, the company is managed by a board of directors consisting of seven members, three of them are appointed by the shareholder that owns the preferred stock according to the current percentage of his ownership of the shares. It is not permissible to dismiss any of them except by a decision from the owner of the preferred share, and the remaining four members are elected by the ordinary general assembly by secret ballot. The owner of the preferred stock does not participate in the voting process. The Board of Directors shall, by secret ballot, elect a Chairman and Vice-Chairman for a term of (3) years.

Following table includes the members of the Board of Directors for 2022:

Board Member's Name	Position	Status
His Excellency Mr. Salah bin Ghanem Al-Ali	Chairman (Qatari Diar)	Non-executive, non-independent
Mr. Abdullah Hamad Al Atiyyah	Vice Chairman; (Qatari Diar)	Non-executive, non-independent
Mr. Ahmed Mohamed Tayeb	Member (Qatari Diar)	Non-executive, non-independent
Mr. Nasser Sultan Al-Hamidi	Elected Member	Non-executive, independent
Mr. Abdulrahman Mohammed Al-Khayarin	Elected Member	Non-executive, independent
Mr. Nasser Ali Ghassab Al-Hajri	Elected Member Representing Ras Rokun Estate Investment company	Non-executive, independent
Mr. Ahmad Khalid Al Ghanem	Elected Member	Non-executive, independent

4.2 ABOUT THE MEMBERS OF THE BOARD OF DIRECTORS

The company's board of directors includes members with distinguished experiences, skills and competencies in various sectors. Kindly refer to Annexure 1 for more details about the experience of the Board members.

Below is a schedule showing the numbers of shares held by the Board members.



Board Member's Name	Number of seized shares to guarantee membership in the Board	Number of shares owned to the company as of 31/12/2021	Number of shares owned to the company as of 31/12/2022
His Excellency Mr. Salah bin Ghanim Al-Ali (Representative for Qatari Diar)	0	0	0
Mr. Abdullah Hamad Al Atiyyah (Qatari Diar)	0	16,010	16,010
Mr. Ahmed Mohamed Tayeb (Qatari Diar)	0	7,140	7,140
Mr. Nasser Sultan Al-Hamidi	0	4,519,163	5,224,689
Mr. Abdulrahman Mohammed Al-Khayarin	0	1	1
Mr. Nasser Ali Ghassab Al-Hajri (Ras Rokun Estate Investment company)	0	0	0
Mr. Ahmad Khalid Al Ghanem	0	0	0

4.3 DUTIES OF THE CHAIRMAN

Among the responsibilities of the Chairman is to lead the company to achieve its strategic goals and the appropriate return for the shareholders. He also takes the lead of the Board and oversees its role in full and adopts the agendas of the Board's meetings, in addition to discussing with the Board's members the recommendations, improvements, strategic initiatives, estimated budgets and available investment opportunities and ensuring that the Board performs the tasks entrusted to it. In addition to periodically discussing the general affairs of the company with the members of the Board and ensuring the existence of a mechanism to evaluate the performance of the members, as well as to communicating with the shareholders. The Chairman may assign some of his duties to the members, committees, managing director or CEO, as he deems appropriate. He also coordinates with the CEO regarding financial and human resources to achieve the desired goals and periodically monitors the company's overall performance through the CEO.



4.4 DUTIES OF THE BOARD MEMBERS

Non-executive board members give independent proposals on strategic issues and develop related proposals, they also study management performance in achieving the agreed goals, monitor the company's performance in achieving its agreed goals and objectives, oversee the development of procedures of corporate governance, and ensure that priority is given to the interest of the company and the shareholders in the event of any conflict of interests. Non-executive board members also review the integrity of information, controls and financial systems, and ensure the strength and integrity of these controls, and providing their diverse skills and expertise to the Board or its various committees through their active participation in Board meetings and public assemblies, and understand shareholder's opinions in a balanced and fair manner.

4.5 BOARD MEMBERS' RESPONSIBILITIES AND OBLIGATIONS:

The Board of Directors must perform its functions and tasks and assume responsibilities according to the following:

1. The Board must perform its tasks with responsibility, good faith, seriousness and concern, and its decisions should be based on adequate information from the executive management, or from any other reliable source.
2. The Board member represents all shareholders, and has to abide by what is in the interest of the company, not the interest of the company he represents or whomever voted for him to appoint him in the Board.
3. The Board must specify the authorities given to the executive management, decision-making procedures and the duration of the delegation, as well as determine the matters in which it is authorized for them to decide upon, and the executive management shall submit periodic reports on its exercise of the delegated authorities.
4. The Board should ensure that procedures are in place to familiarize the new Board members with the company's work, especially the financial and legal aspects, as well as train them if necessary.
5. The Board must ensure that the company provides adequate information about its business to all members of the Board in general and to non-executive board members in particular in order to enable them to carry out their duties and tasks efficiently.
6. The Board is not permitted to obtain loan contracts of a maturity exceeding three years, or sell or mortgage the company's real estate, or to absolve the company's debtors of their obligations unless it is authorized to do so in the company's system and under the conditions set out in it, and if the company's system includes provisions in this regard, then the Board may not perform the mentioned actions without getting permission from the General Assembly, unless such actions are included in the company's business.
7. Regular attendance at Board meetings and committees, and not withdrawing from the Board except for necessity and at an appropriate time.
8. Boosting the interest of the company, partners, shareholders and other stakeholders, and giving it priority over the personal interest.
9. Express an opinion on the strategic issues of the company, its policy in implementing its projects, the accountability systems of its employees, its resources, basic appointments, and their applicable standards.
10. Monitor the company's performance in achieving its goals and objectives, and review reports on its performance, including annual, semi-annual and quarterly reports.



11. Supervise the development of the governance procedures, and work on implementing them in an optimal manner in accordance with this system.
12. Exploiting their various skills and experiences by diversifying their competencies and qualifications in managing the company in an effective and productive way, and working to achieve the interest of the company, partners, shareholders and other stakeholders.
13. Effective participation in the general assembly of the company, and achieving the demands of its members in a balanced and fair manner.
14. Not to make any declarations, statements or information without prior written permission of the Chairman or his delegate, and the Board shall designate the company's spokesperson.
15. Disclosure of financial and commercial relations, and judicial cases that may negatively affect the performance of the tasks and functions assigned to them.



4.6 BOARD'S CODE OF CONDUCT:

Barwa's Board is committed to the highest levels of commercial integrity and conduct and to "code of ethics and professional conduct", and to the job description details stipulated in Barwa's Corporate Governance Manual and Policies. The Board is the representative of the interests of the shareholders in the company, as all members must apply the company's values, and practice all their dealings with honesty and integrity. The Board members also act in good faith and in the interest of Barwa and the shareholders, in addition to promoting a culture of moral behavior.

4.7 BOARD'S CHARTER

The company has prepared a "Board's Charter" to help its Board to exercise its authorities and perform its duties. The charter details the purpose of the Board, its composition, the role and responsibilities of the Board, meeting procedures, quorum and decisions, and it has been published on the company's website to become a general reference for stakeholders.

4.8 SEPARATION OF TASKS

The company pursues the principle of separation between the position of Chairman of the Board and any executive position the company, where His Excellency Mr. Salah bin Ghanem Al Ali occupies the position of Chairman of the Board of Directors, while Mr. Abdullah Jobara Al Romaihi occupies the position of the CEO of Barwa Real Estate Company.

4.9 PROHIBITION OF COMBINING POSITIONS:

It is prohibited for anyone, whether in person or in capacity, neither to be a Board Chairman or a Vice chairman for more than two companies having their headquarters located in the State, nor to be a Board member for more than three companies whose headquarters located in the State, nor to be a Managing Director in more than one Company having their headquarter located in the State, nor to combine two memberships of two companies exercising a homogenous activity.

Further, it is also prohibited to combine the position of the Board Chairman with any other executive position in the Company. The Chairman shall not to be a member of any of the Board committees.

The Chairman and the members of the Board must submit an annual acknowledgment that no one of them shall combine the prohibited positions according to the Law. The Secretary shall keep such acknowledgment in the file prepared for this purpose.



The memberships of the members of the Board of Directors in other listed companies are listed below:

Board Member's Name	Membership in other listed companies
His Excellency Mr. Salah bin Ghanem Al-Ali	-
Mr. Abdullah Hamad Al Atiyyah	Member of the Board of Directors of the United Development Company and Mazaya Real Estate Company, representing the Governemnt, which both practice a homogeneous activity
Mr. Ahmed Mohamed Tayeb	-
Mr. Nasser Sultan Al-Hamidi	Member of the Board of Directors of Qatar Cement Industries Company and Woqod
Mr. Abdulrahman Mohammed Al-Khayarin	Member of the Board of Directors of Masraf Al Rayan
Mr. Nasser Ali Ghassab Al-Hajri	-
Mr. Ahmad Khalid Al Ghanem	-

4.10 BOARD MEETINGS

Board meetings are held regularly in accordance with the requirements of the Commercial Companies Law No. (11) of 2015, the company's articles of association, the corporate governance system and legal entities listed in the main market issued by the Qatar Financial Markets Authority (QFMA).

The Secretary of the Board of Directors shall record in the minutes of the meetings of the Board and its committees the names of the attending members and ensure meeting the required quorum of the meetings. All members of the Board of Directors attended the Board Meetings as required and according to the Governance Code.

The Board Secretary keeps the minutes of the Board's meetings and distributes agendas of the meetings. The Board of Directors of Barwa Real Estate Company held (10) meetings during 2022, during which the topics, strategies and projects of the company were discussed.



4.11 EVALUATION OF BOARD MEMBERS' PERFORMANCE

The Remuneration and Nominations Committee undertakes the evaluation process on an annual basis in accordance with the methodology adopted by the Board of Directors in the company's governance system during the year by providing an appropriate system to monitor the performance of the Board and to ensure that Board members are fully fulfilling their role and responsibilities.

All members of the Board of Directors carried out a self-assessment that determines the extent of their satisfaction with their performance as a member of the Board of Directors, and the evaluation results were satisfactory.

4.12 BOARD REMUNERATIONS

The value of the Board's remuneration for the fiscal period ending on 31 December 2022 amounted to 12,000 thousand Qatari riyals.

The members received allowances for attending committee meetings for the year ending on December 31, 2022, with an amount of 1,680 thousand Qatari riyals.

4.13 BOARD'S SECRETARY

A secretary has been appointed to the company's Board with university qualifications and relevant work experience. The terms of reference and job description govern the functions of the Board's secretary in the corporate governance system. He is responsible for preparing agenda items for Board meetings, drafting the minutes of meeting, and coordinating between Board members, and between the Board and other stakeholders, including shareholders, management and employees, in addition to archiving, organizing and maintaining records of Board meeting minutes, documents and reports related to the work of the Board and its committees and related correspondence, in addition to ensuring communication and flow of information between the Board, the executive management and shareholders.

5. BOARD'S COMMITTEES

The Company's Board of Directors has a flexible administrative model to facilitate the conduct of its works. The pillars of this model are based on the formation of three committees from the Board of Directors (Executive Committee - Nomination and Remuneration Committee - Audit Committee). Each committee plays a fundamental role in helping the Board to carry out the tasks and duties assigned to it in managing the company effectively.

Board committees adhere to their detailed terms of reference, and report regularly to the Board on their actions and deliberations. The Board approves the formation of these



committees and their terms of reference. In this regard, the Board is committed to implementing the provisions of the governance system.

Below are the Board committees, tasks and members of each committee during 2022:

4.1 AUDIT COMMITTEE

The Audit Committee of Barwa Real Estate Company consists of three members chaired by an independent member with financial experience in the audit field. The Audit Committee monitors financial and accounting policies and financial and internal controls on a regular basis. The Internal Audit Department reports directly to the Audit Committee to ensure the independence of these internal controls. The Committee also recommends the external auditors to the Board for approval at the annual general assembly and manages them.

The Audit Committee held (8) meetings during 2022:
Members of the Audit Committee for year 2022:

Mr. Nasser Sultan Al-Hamidi	Chairman	Non-executive – Independent
Mr. Ahmed Mohamed Tayeb	Member	Non-executive – Non-Independent
Mr. Ahmad Khalid Al Ghanem	Member	Non-executive – Independent

The committee's major achievements for the year 2022 are the following:

1. Discussing the auditor's reports on the financial statements for the year 2022 and submit the recommendation to the Board of Directors.
2. Reviewing the quarterly, semi-annual and annual financial results for the fiscal year 2022 and submit the recommendation to the Board of Directors.
3. Submission of a proposal to the Board of Directors regarding the appointment of the external auditors for the fiscal year 2022 and their estimated fees.
4. Submission of a proposal to the Board of Directors regarding the appointment of the Sharia Supervisory Board for the fiscal year 2022 and their estimated fees.
5. Developing an internal audit plan for the year 2023.
6. Following up on the implementation of the audit plan and submit the recommendation to the Board of Directors.
7. Approve of the Internal Audit Department's budget for the year 2023.
8. Activating the role of the Company risk management.

Based on the annual evaluation, the Board is satisfied with the performance of the Committee in implementing its responsibilities, authorities and the recommendations it presented during the year ended December 31, 2022.



4.2 REMUNERATION AND NOMINATION COMMITTEE

Remuneration and Nomination Committee of Barwa Real Estate Company consists of three members, responsible for developing transparent procedures for the nomination and appointment of Board members, determining their responsibilities and ensuring the availability of appropriate skills and their adherence to deadlines. The committee also undertakes the task of supervising the evaluation of the Board and the administration, supervising the corporate governance affairs of the Board, including drafting and recommending governance principles and policies, and defining the remuneration policy in the company, including the remuneration of the Chairman, and all members of the Board and senior executive management receive.

Remuneration and Nomination Committee held (2) meetings during 2022.

Members of the Remuneration and Nomination Committee for the year 2022:

Mr. Nasser Ali Al Hajri	Chairman	Non-executive - Independent
Mr. Abdullah Hamad Al-Attiyah	Member	Non-executive – Non-Independent
Mr. Ahmad Khalid Al Ghanem	Member	Non-executive – Non-Independent

The committee's major achievements for the year 2022 are the following:

1. Re- examine and discuss the remuneration mechanism for the employees and the company's CEO.
2. Submit a proposal to the Board of Directors on the annual remunerations of the Board members and the members of the Board's Committees.
3. Discussed the performance evaluation of the members of the Board and its committees.

Based on the annual evaluation, the Board is satisfied with the performance of the Committee in implementing its responsibilities, authorities and the recommendations it presented during the year ended December 31, 2022.

4.3 EXECUTIVE COMMITTEE

The Executive Committee of Barwa Real Estate Company consists of three non-executive members who were appointed by the Board to perform the role of the Board's advisory body, review the business strategy, the annual budget, and the capital structure of Barwa and provide recommendations to the entire Board.

The Executive Committee held (6) meetings during 2022.

Members of the Executive Committee for the year 2022:

Mr. Abdullah Hamad Al Atiyyah	Chairman	Non-executive – Non-Independent
Mr. Abdulrahman Mohammed Al-Khayarin	Member	Non-executive –Independent
Mr. Nasser Ali Al Hajri	Member	Non-executive –Independent



The committee's major achievements for the year 2022 are the following:

1. Discuss the estimated budget for 2023 and submit the recommendation to the Board of Directors.
2. Discuss the performance indicators for the year 2023 and submit the recommendation to the Board of Directors.
3. Study a set of financing and refinancing offers for the company and submit the recommendation to the Board of Directors.
4. Review the feasibility studies of a group of projects and submit the recommendation to the Board of Directors.
5. Follow up on the implementation of the company's projects.
6. Study the proposal to amend the organizational structure of the company.
7. Review the company's cash position.

Based on the annual evaluation, the Board is satisfied with the performance of the Committee in implementing its responsibilities, authorities and the recommendations it made during the year ended December 31, 2022.

6. EXECUTIVE MANAGEMENT

Mr. Abdulla Jobara Alromaihi:

Mr. Abdulla Jobara Alromaihi is currently The Group CEO and Chairman of Qatar Project Management (QPM) as well as Chairman of the Investment Committee at the Ministry of Culture and Sports, prior to which he served as CEO of Wassef Asset Management and Vice Chairman of Qatar Project Management. He has also held several management and supervisory positions in several subsidiaries and associates of Barwa. "Alromaihi" has previously been appointed as Director of Audit of Barwa Real Estate Group, Chief Operating Officer and Project Manager at Barwa Bank, Chairman and Managing Director of Amlak Finance, and held several management positions in variant sectors related to project management and public administration.

He holds master's and bachelor's degrees in management and Information Systems from United Kingdom Universities, as well as an Executive Management Program from the University of Virginia in the United States of America.

"Alromaihi" has over 30 years of experience in management, financial, strategic, and operational leadership in a variety of sectors including Real Estate Investment and Development, Property and Facility Management, Asset Management, Banking and Finance, and Information Technology.

"Alromaihi" is a fellow of the Chartered Management Institute (CMI) and has been involved in number of executive courses and development tasks in various areas such as financial management, investment, governance, and strategies. He has a proven track record of leading organizations and being able to develop them and use their resources to achieve their vision and objectives and reach best practices within those organizations that are dynamic and changing.

Mr. Tamer El-Sayed:

Mr. Tamer El Sayed Mohamed is the Group's Chief Financial Officer since May 2014. Mr. Tamer joined Barwa Real Estate Group in the year 2008 and is currently serving as a Board Member for several subsidiaries and associate companies of Barwa.



Mr. Tamer holds a Bachelor of Commerce – major accounting from Cairo University, and he holds many international professional qualifications such as CPA, CMA and preparing for level III, CFA.

The total professional experience of Mr. Tamer exceeds 22 years in different areas of external auditing and financing in many international firms and companies.

Mr. Yousef Al-Binali:

The Group Chief of Corporate Operations since April 2017, has held various positions during the course of the process, which started in 1995 in a number of companies and institutions, including Qatar Petroleum – Ministry of Education - Qatar Authority for Charitable Activities. He also board member of the executive management committees.

Mr. Yousef Al-Binali graduated from Qatar University in 1999 with the degree of Technological Diploma – Office Administration.

Mrs. Dana Abdul-Aziz Al-Ansari:

Mrs. Dana Abdulaziz Al-Ansari holds the position of Group Director of Legal and Compliance since January 2018. She held the positions of Manager of Litigation and Corporate Affairs at Barwa and Senior Legal Counsel in addition to other positions during her working period with Barwa since 2006.

She is also a member of the Board of Directors of several subsidiaries and associates of Barwa in addition to the executive management committees.

She holds a bachelor's degree in Law from Qatar University and an Executive Master's degree in Law from Northwestern University, USA and Diploma in Business from IE business School. Her experience varies between legal fields such as investment laws, trade, contracting, contracts, companies, and labor, as well as regulatory fields such as compliance, government, and internal controls.

Mr. Mohammed Ibrahim Al-Emadi:

Mr. Mohammed Ibrahim Al-Emadi has held the position of Group Chief Asset Management Officer since July 2020. He has held many other positions in his career. He started his career as Maintenance Engineer and later achieved the position of Maintenance Department Manager in the Qatar Steel during the period 1995 to 2008. He also worked as a Chief Real-Estate Asset Management Officer at Qatar Real Estate Investment Company during the period 2008 to 2018. Subsequently, he held the position of Director of Projects Sector of Waseef Asset Management Company during the period 2018 until July 2020.

Mr. Mohammed Ibrahim Al-Emadi received his Bachelor of Science in Engineering Degree in Industrial and Systems Engineering from University of Southern California (USC) in 1995.

Mr. Ahmad Ibraheem Al Darwish:

Eng. Ahmed Ibrahim Al Darwish is Group Chief Development Officer in Barwa Real Estate, Eng. Al-Darwish has long experience in his field, as he worked at Ras Gas Company for nearly 19 years, during which he advanced in a number of positions, working as Chief Human Capital Officer and Chief Management Services Officer. He then moved to Q-Chem as the Chief Administration Officer.

Eng. Al Darwish holds a Bachelor of Science in Civil Engineering from Qatar University, and Master of Business Administration from The University of Hull in the United Kingdom, and Master Certification in Project Management from George Washington University School of Business and Public Management.



Eng. Al-Darwish is a member of The Chartered Management Institute of the United Kingdom (CMI), and the Project Management Institute (PMI), as well as The International Facilities Management Association (IFMA).

Shares owned by Members of the Executive Management:

Mr. Yousef Ahmad Al-Binali, Group Chief of Corporate Operations, owns 5,410 shares.

Mr. Hassan Juma al-Mohannadi, Group Chief of Internal Audit, owns 12,140 shares.

Executive Management Remunerations and Compensations for 2022:

The total remuneration and compensation of the executive management for the financial period ended December 31, 2022 amounted to QR 20,763.

The achievements of the Executive Management in 2022:

1. Increased the occupancy in the majority of Barwa's projects to reach a rate that exceeds 90%.
2. Completed of the developmental works of Al Wakra and Barahat Al Janoub as well as operating them in cooperation with the Supreme Committee of Delivery and Legacy during the event of FIFA World Cup Qatar 2022.
3. Completed the developmental works of Qatar Schools Project (Package 1) as well as operating them.
4. Completed the construction and operational works of the additional buildings at Mukaynis Compound for workers: Ministry of Interior in addition to a bus-stops and a hypermarket.
5. Completed the sale deal of Barwa Real Estate's share in Al Imtiaz Investment Group (K.S.C.P), which is 24.4%, equivalent to 276,631,657 shares with an amount of 30,360,892.959 Kuwaiti Dinars.
6. Renewed the ISO certificate numbers 9001, 14001 and 45001 that Barwa Real Estate obtained in 2021.
7. The evaluation and study of the training needs of employees have been completed, and online training courses have been proposed (in collaboration with Qatar University).
8. Completed the digital transformation of the Oracle system to the modern cloud service, Fusion, which constituted a qualitative leap in improving work mechanisms at all departments.
9. Full compliance with the policies and procedures related to the information security file for the 2022 World Cup.
10. Sponsoring the events of Qatar National Day 2022.

Based on the annual evaluation, the Board is satisfied with the performance of the Executive Management in implementing its responsibilities, authorities and the recommendations it presented during the year ended December 31, 2022.



7. INTERNAL CONTROL SYSTEM

The Board is fully responsible for the company's internal control system, and the purpose of this system is to establish trustworthy standards and regulations that contain the means of internal control and these controls are to ensure the accuracy and credibility of Barwa's accounts and records, the integrity of transaction licenses and the protection of group assets. The purpose of the internal control system is to disclose any risks that threaten Barwa's position or to comply with the regulations in order to set the record straight.

It is worth noting that the company evaluated the internal control system of the financial reports at the end of the 2022 fiscal year, the results were satisfactory and were shared in the Annual report and the external auditor's report.

8. RISK MANAGEMENT

Barwa monitors through the Risk Management department regulatory risk issues and that the related activities are carried out in a safe manner and in accordance with the regulations. The audit committee monitors financial and accounting policies, financial controls, internal controls and Barwa's risk management system on a regular basis. It is the responsibility of management to regularly identify, assess, monitor and manage risks across the company. This system includes the internal procedures applied in the company. The company also has tight controls and inherent systems that govern the new deals and relationships with related parties.

In this context, the company will apply the risk management policy across the entire company. The main aspects of this policy are that the company's Board, with the support of the Audit Committee and the Internal Audit Department, reviews quarterly all the risks, that the company and its subsidiaries, may face. The responsibility for determining the risks that any of these companies may face rests with their Executive Management and their employees, while the company's risk management undertakes review and compilation of the identified risk assessments and ways of re-mediation. The Internal Audit Department independently reviews the risk management reports on a quarterly basis, and submits observations on the integrity of these reports to the Audit Committee and Risk Department. The competent department shall collect the risks and the procedures to be followed to mitigate the effects of the risks, and submit them quarterly to the Audit Committee.



9. COMPLIANCE DEPARTMENT

The primary responsibility of the Group's Compliance Department is to assist the Board of Directors and the Executive Management to comply efficiently in order to protect the Group from incurring any financial losses "that may occur" due to failure to comply with laws. Compliance risk includes legal / statutory risk in addition to material loss and reputational risk. The Compliance Department also helps both the Board of Directors and the Executive management to improve internal control procedures that reduce compliance risks and the risks of money laundering and terrorist financing. Moreover, it plays the role of coordinator between the group and the supervisory authorities, and informs management of any developments in laws and regulations.

10. INTERNAL AUDIT AND ITS ACTIVITIES

The Internal Audit Department performs its work according to the standards of an effective internal control system and within the framework of transparency, credibility, objectively and independently, with the aim of adding value to the company and improving its operations. This activity carried out by the Internal Audit Department assists in achieving the company's goals through adopting a systematic and structured method to evaluate and improve the effectiveness of risk management, control and governance. The Internal Audit Department also reports to the Audit Committee periodically in accordance with the requirements of the relevant governance rules.

The Internal Audit Department's major achievements for the year 2022 are the following:

1. Preparation and implementation of a Risk-Based Internal Audit Plan, and monitoring the extent of compliance with the laws, regulations, and decisions related to the company's activities.
2. Review and evaluate the Operations, Risk management and Internal Control Framework through the implementation of the Internal Audit Plan for Barwa Company and its main subsidiaries.
3. Issuing periodical reports for the Audit Committee and following up on the implementation of the previous internal audit recommendations.
4. Conduct special reviews were conducted on the issues raised by the Audit Committee / Board of Directors and the results were presented to them.
5. Compliance with the Internal Audit Manual based on the International Standards for the Professional Practice of Internal Audit, through reviewing the financial instructions and proposing the necessary amendment and monitoring their implementation.

The Internal Audit department is headed by Mr. Hassan Juma al-Mohannadi:

Eng. Hassan Juma Al- Mohannadi currently holds the position of Head of Internal Audit Affairs for the Group. With over 23 years of experience in financial and strategic matters, and leadership of operations. He has held many positions in both the government and private sectors. He was appointed as an Assistant Undersecretary for Environmental Affairs in the Ministry of Municipality and Environment, and as an



advisor in the office of the Minister of Municipality and Environment and the Minister of Sports and Culture. He also served as the Director of Operations and the Electric Control Center at the General Electricity and Water Corporation. Previously, he worked as an Executive Operations Manager at Al-Waseef, one of the subsidiaries of Barwa Real Estate, and as an Executive Chairman at Imdad Holding Company. He holds a bachelor's degree from Qatar University and a master's degree from the University of Bradford in the United Kingdom, in addition to holding many professional certificates and qualifications in various fields of businesses.

11. EXTERNAL AUDIT

Barwa Real Estate Company appointed "EY" as External Auditor for Barwa to provide semi-annual auditing and year-end audit services. This appointment comes after the approval of the General Assembly at its meeting on March 13, 2022 to appoint the external auditor and determine its compensations, as it is one of the firms registered in the auditors register stipulated in Law No. (30) of 2004 regulating the profession of auditing, and it has practiced the profession for at least ten continuous years, and it is independent of the company and its Board of Directors.

In addition to Articles (65-66) of the amended Articles of Association of the company that govern the work and missions of the auditor, the company's internal governance manual includes the roles and responsibilities assigned to the external auditor and the appointment and termination policy in addition to the role of the Audit Committee in overseeing the work of the external auditor.



12. INSIDER TRADING AND RELATED PARTIES

The company follows tight controls and inherent systems that control its entry in the new deals and relationships with related parties, and the company's policy prohibits the Chairman, board members and executives from entering into any sales or purchase deals for the company's shares during the specified period from the Qatar Stock Exchange until the public announcement of the financial statements and none of the related parties had any deals within the ban period during 2022.

In light of the disclosure requirements set out in the Corporate Governance Law approved by the Qatar Financial Markets Authority (QFMA), the company has strengthened its policies for related parties, especially its current annual disclosure by members of the Board and senior management regarding their interests, their contribution, the company's stock trading, and other boards of directors, significant deals with the company, employment and contribution of relatives, qualifications, experience and other interests.

The company has also formulated clear guidelines for insider trading in accordance with the Corporate Governance Manual and policies to prevent board members and employees from dealing in the company's shares that may be subject to insider trading, and to disclose relevant information when it is available.

Information about transactions with related parties can be obtained by checking the notes to the audited and consolidated financial statements for the financial year ended 31 December 2022.



13. SHAREHOLDER'S RIGHTS AND AVAILABILITY OF INFORMATION

The company guarantees that all shareholders have the right to see all relevant information and disclosures by publishing them on the website in addition to the annual reports. All information related to members of the board of directors and their qualifications, shares they own in the company, their superiors or their membership in boards of other companies, as well as information related to company's executives. All stakeholders can obtain all relevant information in a manner that does not harm the interest of the company.

The shareholder or shareholders who own less than 10% of the company's capital are entitled, for serious reasons, to request the general assembly to convene, while the shareholders who represent at least 25% of the capital are entitled to request the extraordinary general assembly to convene. Profits are also distributed in accordance with the recommendation of the Board of Directors and the decision of the general assembly of the company.

Shareholders have the right to object to any decision they see as being issued for the benefit of a certain group of shareholders or that harms them, or that brings special benefit to Board of Directors or others, without regard to the company's interests, and to document their objections in the meeting minutes. They also have the right to revoke any decisions they object to, in accordance with the provisions of the law in this regard.

The ordinary general assembly determines the remunerations for the members of the board of directors, provided that the percentage of such remunerations does not exceed (5%) of the net profit after deducting reserves and legal deductions, and distributing a profit not less than (5%) of the paid-up capital of the company to the shareholders in accordance with Article (40) of the company's Articles of Association.

According to the provisions of Article (18) of the company's articles of association, which stipulates that "every share entitles its owner to a share equal to the others without discrimination, whether with regard to the ownership of the company's assets or in the profits that are divided according to the manner shown below", the profits are distributed to the shareholders. According to the provisions of Article (51) of the company's articles of association, every shareholder has the right to attend the General Assembly, either on his behalf or through proxy.



14. SHAREHOLDER'S REGISTER

Taking into consideration 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 law and legal entities listed in the main market issued by the Qatar Financial Markets Authority, and based on the direction of the Qatar Stock Exchange, the company keeps correct, accurate and up-to-date records of the company's shareholders, as the company requests a monthly shareholder register from Qatar Central Securities Depository Company. Any shareholder or any related parties can view the shareholders' register and obtain all relevant information.

The following is information showing the shares of the major shareholders of the company:

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

15. CASES, CONFLICTS AND VIOLATIONS

The Corporate Governance Manual approved by the company contains a clear policy related to reporting violations, as well as detailed procedures on how to implement this policy in the company. The company did not commit any violations during 2022. It should be noted that there are judicial disputes in the courts, with a total number of 13 cases in which the degrees of litigation range from primary to appeal.

16. SOCIAL RESPONSIBILITY

The Corporate Social Responsibility (CSR) focuses on ethical, social and environmental matters. Thus, Barwa is committed to ethical and legal standards in terms of exercising its activities and contributing to achieving economic development and working to improve the quality of living conditions for Company's employees and their families, as well as the local community and society as a whole, while meeting the demands of stakeholders and the environment in which it operates.

Barwa believes that CSR is not just about charitable work, but also includes investing in society. It also includes the management of the institution and all its employees. Therefore, the Company is keen to invest in the local community in Qatar as well as in the communities in which it operates. The amount paid for all CSR activities amounted to 31,042 thousand Qatari Riyals during 2022.

The major CSR achievements in 2022 are as follows:

1. Collaborating with the Ministry of Municipality and ASHGHAL on the initiative to plant one million trees among the efforts to preserve the environment



2. Organizing blood donation campaigns in collaboration with Hamad Medical Corporation at Barwa Towers in Al-Sadd and Waseef Company with the aim of supporting the blood bank with the resources it needs.
3. Donating of 200,000 QR to Qatar Red Crescent.
4. Collaborating with competent and experienced Qatari companies to support Barwa Real Estate in the construction sector and real estate development projects
5. Documenting the collaborative partnership with Qatar University by providing field training for engineering students with the aim of exchanging experiences, scientific research, and training in various fields.
6. Barwa Real Estate has developed and provided a professional and field training program for engineering students from Qatar University during 2022 for a period of one month, which is considered the third program with the College of Engineering at Qatar University. The engineering development team in Barwa Real Estate Group provided an integrated program of field work, discussions and intensive studies.
7. Support and sponsorship of activities of Qatar National Day 2022, driven by its belief in the consolidation of national identity.
8. Celebration of Family Day in Qatar, in coincidence with the celebration of the State.
9. Contribution to the humanitarian campaign to raise awareness about autism.
10. Participation in Qatar Sports Day.
11. Providing a fan zone for workers in Mekaines complex, Al Khor Sports Facilities and in Barahat Al Janoub project during the event of 2022 FIFA World Cup Qatar, free of charge.
12. Organizing a blood donation campaign at Barwa Village project in collaboration with the Supreme Committee for Delivery & Legacy and Blood Bank during the event of 2022 FIFA World Cup Qatar.



BARWA REAL ESTATE COMPANY Q.P.S.C

CORPORATE GOVERNANCE REPORT FOR YEAR 2022



Chairman

Salah bin Ghanim Al-Ali



APPENDIX (1)

BOARD MEMBER CVS

HIS EXCELLENCY MR. SALAH BIN GHANIM BIN NASSER AL ALI

Chairman of the Board of Directors

H.E. Mr. Salah bin Ghanem bin Nasser Al Ali was appointed as Minister of Sports and Youth on 19/10/2021, and before that he was Minister of Culture and Sports from 27/01/2016, preceded by a period of more than two years, which he spent as Minister of Youth and Sports. His Excellency held a number of public positions such as Chief of the State Audit Bureau between 2006 and 2011, during which H.E participated in developing a strategic plan for the Bureau aimed to assist in achieving sustainable development for Qatari society and to strengthen accountability. His Excellency was designated to take on various public service responsibilities, such as Head of the National Committee for Integrity and Transparency between 2007 and 2011. He was also appointed as Head of the State National Day Celebrations Organizing Committee in 2008 whereas he participated in formulation of the National Day vision that calls for promoting loyalty, solidarity and pride in Qatari national identity. In 2011, he was appointed as consultant in the office of Heir Apparent till 2013. In 2012, H.E. participated in the launch of Al Rayyan TV with a mission to support the renaissance of Qatar, consolidate its national identity and take into account its sustainable development. This is in addition to being a member of the board and a trustee for many governmental institutions and bodies, such as the Social and Sport Contribution Fund, Supreme Committee for Delivery and Legacy, Qatar National Library, National Tourism Council and the Qatar Museums Authority. H.E. participated in many conferences and forums and provided many lectures and presentations in the field of innovation, motivation and governance. H.E. Mr. Al Ali graduated from US-based Pacific University in 1992 with a Bachelor of Science in Engineering Management.

Eng. Abdullah Hamad Al-Attiyah

Board Member

Eng. Abdullah bin Hamad 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. Eng. 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, Eng. 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, Eng. 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.



AHMAD MOHAMMAD TAYEB**BOARD MEMBER**

Mr. Ahmed Mohamed Tayeb is currently working as Chief of Investments at the Qatari Diar Real Estate Investment Company in which he manages a portfolio of 35 billion USD. Mr. Ahmed Tayeb started his career with the Qatari Special Forces - Ministry of Interior in the Communications and Operations Department for seven years. After that he joined the Ras Gas Company for six years, worked on a number of its projects, then joined the Amiri Diwan to work on projects for two years, and before joining Qatari Diar Company he worked for two years in the Project Management Office of the Supreme Committee for Delivery & Legacy. Prior to that Mr. Ahmed Tayeb managed the family's business. He is also a chairman and member of several boards of directors of a group of companies inside the country. Mr. Ahmed holds a Master degree in Electrical Engineering from the University of Colorado Denver in the United States.

MR. NASSER BIN SULTAN NASSER AL-HEMAIDI**BOARD MEMBER**

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. 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 and was subsequently appointed as an advisor to the company's Board of Directors. 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.

DR. NASSER BIN ALI AL HAJRI**BOARD MEMBER****Representing Ras Rokun Estate Investment company**

Mr. Nasser Ali Al Hajri works as the Financial and Administrative Control Director in the Also Mr. Nasser board member and MD in Q-Steel Factory. office of H.H. the Father Emir.



Mr. Al Hajri holds a PhD in Business Finance Management; the field in which Mr. Al Hajri has prepared many research papers.

MR. AHMAD KHALID AL-GHANIM

BOARD MEMBER

Mr. Ahmad bin Khalid Al-Ghanim holds the position of Acting Director of the Prevention Department at the General Directorate of Civil Defense at the Ministry of Interior after he headed the Engineering Plans section in it. Mr. Al-Ghanim is a member of a number of committees, including the Engineers Admission Committee as a representative of the Ministry of Interior and Civil Defense, a member of the Committee for the Study of Planning Requirements at the Ministry of Municipality and Environment. He participated in many coordination meetings for major projects in the country, and he also attended several meetings for GCC Civil Defense Directors, as a representative of the General Directorate of Civil Defense. Mr. Ahmad bin Khalid Al-Ghanim holds a Bachelor's degree in Engineering from Eastern Kentucky University (EKU), USA.

MR. FAHAD AHMED AL-KUWARI

BOARD OF DIRECTORS SECRETARY

Mr. Fahad Al Kuwari holds a Bachelor of Science in 1996 from Qatar University. He worked in several positions in Barwa Real Estate, including the position of, Assistant Secretary for the Board of Directors, Director of Property Management and Director of Operations Projects. Before joining Barwa, Mr. Al Kuwari worked in the Public Works Authority and held several positions there. Mr. Fahd Al-Kuwari also worked in the Ministry of Municipal Affairs and Agriculture in sanitation affairs, and the public relations at the Ports Department of the Ministry of Transport.

