



Governing  
our  
Business

# CORPORATE GOVERNANCE REPORT

Upholding our values while building trust and transparency.



# CORPORATE GOVERNANCE REPORT

**"The Board of Directors and Senior Executives are entrusted with overseeing and managing Ooredoo Group, and this important responsibility requires commitment, objectivity and accountability from those in leadership positions. Our role is to ensure the implementation of the highest governance principles and ethics in the Company. We implement best practices in accordance with the requirements of stock markets in which Ooredoo is listed. We assure our Shareholders that the principles and policies of governance we implement are the basis for each decision we issue and procedure we implement at Ooredoo Group level."**

**Faisal Bin Thani Al-Thani**  
Chairman of the Board

## 1. Ooredoo Values and Corporate Governance Philosophy

Ooredoo's Board and Management have played a central role in the Company's journey of transformation of recent years, upholding the Company's commitment to good governance and ethical business practices as the Company shifted towards a new 'smart telco' business model.

The Board recognises that good corporate governance practices contribute to the creation, maintenance and increase of shareholder value. This includes a commitment to the highest standards of corporate governance, by regularly reviewing the governance structures and practices in place to ensure their effectiveness and consistency with local and international developments.

The Board of Directors abides by the provisions and principles set out in the Commercial Companies Law No. 11 for 2015 and its amendments in Law No. 8 for 2021, and the Corporate Governance Code for Companies and Legal Entities listed on the main market issued by Qatar Financial Markets Authority and other relevant Laws and Regulations set by QFMA, taking these into consideration when drafting Laws and Regulations of the Company.

In addition, Ooredoo is keen on strengthening its corporate governance framework in compliance with the requirements of governance rules and relevant Laws and Regulations set by Qatar Financial Markets Authority (QFMA) through:

1. Updating and improving the Company's Articles of Association.
2. Updating and improving governance Policies and Procedures Guides.
3. Updating and implementation of the Board's and SubCommittees' Charter.
4. Implementation of best practices adopted in the State of Qatar.
5. Updating and improving Internal Procedures, Policies and Processes.

As outlined in the Report, we at Ooredoo affirm that we abide by the provisions of governance rules and relevant Laws and Regulations issued by QFMA, as well as disclosure requirements.

## 2. Role and Responsibilities of the Board of Directors

The primary role of the Board of Directors is to provide institutional leadership to the Company, within a framework of prudent and effective controls enabling risk to be assessed and managed. This role has been fully illustrated through the Articles of Association of the Company and its relevant By-Laws, the Commercial Companies Law No. (11) for 2015 and its amendments in Law No. (8) for 2021 and Corporate Governance Code for Companies and Legal Entities listed on the main market issued by Qatar Financial Markets Authority, in particular Articles (8) and (9), which were incorporated as a Charter of the Board in a special section of the Corporate Governance Manual.

The Board of Directors has the power and full authority to manage Ooredoo and its Group, and to pursue the primary objective of creating value for Shareholders, with consideration given to the continuity of the Group's business and the achievement of corporate objectives. The Board is also concerned with the maintenance of equity and justice among stakeholders in terms of timely disclosures and making information available to QFMA and the Company's Shareholders. The Board is also concerned with periodically reviewing the implementations of governance and compliance with developing the code of ethics, internal policies and the fundamental covenants which includes: 1) covenants of the Board and its Committees, 2) policies to deal with concerned parties and shareholders, 3) the rules for qualified insider trading. As Ooredoo Q.S.P.C is both the Parent Company of the Ooredoo Group and an Operating Company in the State of Qatar, its Board of Directors has a dual role.

Within this framework, the Board of Directors undertakes major responsibilities and duties, including:

- Vision and Strategy: determining and refining the Group Vision and Objectives, as well as those of Ooredoo, which are the foundation for all the actions and decisions of the Board and Management.
- Management Oversight: appointing the CEO, establishing his duties and powers, assessing his performance and determining his remuneration; nominating the Board Members and the key Officers of Ooredoo and its Group.
- Financial and Investment: reviewing and approving reports and accounts and overseeing the Group and Ooredoo financial positions.
- Governance and Compliance: preparing and adopting the Corporate Governance Rules for Ooredoo and establishing guidelines for the governance of the Group.
- Communication with Stakeholders: overseeing Shareholder Reporting and Communications.
- Annual Training: approving the annual plan of Training and Education in the Company that includes programs introducing the Company, its Activities and Governance.
- Board Orientation: procedures are laid down for orienting the new Board Members of the Company's Business and, in particular, the Financial and Legal aspects, in addition to their Training, where necessary.

The Board of Directors is also responsible for disclosure of information to Shareholders of Ooredoo in an accurate and timely manner. All Shareholders can access information relating to the Company and its Board Members and their qualifications. The Company also updates its website with all Company news continuously, in addition to including this information in the Annual Report presented to the General Assembly.

Based on the above, disclosure to Stock Markets in Qatar and Abu Dhabi where Ooredoo's stocks are listed, by means of quarterly reports and complete annual financial statements, reflects Ooredoo's commitment to the terms and conditions of relating Stock Markets. Responsibilities of the Board have been outlined in the Company's Articles of Association and the Board's Charter in compliance with the Commercial Companies Law and the Corporate Governance System and Legal Entities listed on the Main Market.

## 3. Board Members:

Ooredoo's Board of Directors has the following Members:

1. H.E. Sheikh Faisal Bin Thani Al Thani	Chairman	Non-Independent / Non-Executive Member
2. Dr. Nasser Mohammed Marafih	Deputy Chairman	Non-Independent / Non-Executive Member
3. H.E. Eng. Essa Bin Hilal Al-Kuwari	Member	Non-Independent / Non-Executive Member
4. Mr. Yousif Mohammed Al-Obaidi	Member	Non-Independent / Non-Executive Member
5. General Retirement & Social Insurance Authority, represented by H.E Mr. Ahmed Ali Al Hammadi	Member	Non-Independent / Non-Executive Member
6. Mr. Mohammed Saif Al Sowaidi	Member	Non-Independent / Non-Executive Member
7. Mr. Nasser Rashid Al-Humaidi	Member	Independent / Non-Executive Member
8. Wasit Trading Company represented by Sheikh Sauod Bin Nasser Al Thani	Member	Independent / Non-Executive Member
9. H.E. Mr. Mohammed Bin Nasser Al-Hajri	Member	Independent / Non-Executive Member
10. Qatar National Bank (QNB) represented by Mr. Abdulla Mubarak Al-Khalifa	Member	Independent / Non-Executive Member

Pursuant to Article (34) of the Company's Articles of Association, the Secretary of the Board shall be selected by the Board, which shall determine his duties and remuneration. The duties of the Board's Secretary are contained in the Company's Corporate Governance Manual and Corporate Governance Code for Companies and Legal Entities listed on the Main Market issued by Qatar Financial Markets Authority (QFMA).

## 4. Board Meetings:

Board Meetings are conducted regularly, given that there should be no less than six (6) Board Meetings in the annual financial year, in accordance with Article (30) of the Company's Articles of Association and Article (104) of Commercial Companies Law No. 11 for 2015 and its amendments in Law No. 8 for 2021.

It is worth mentioning in this context that the Board of Directors held seven (7) Meetings in 2024. It is also worth mentioning that the quorum for the Board's Meetings has been fulfilled according to Commercial Company's Law No. 11 for 2015 and its amendments in Law No. 8 for 2021, and the Articles of Association of the Company, and the Corporate Governance Manual and the Legal Entities listed on the Main Market issued by Qatar Financial Markets Authority (QFMA).

In accordance with Ooredoo's Corporate Governance Manual, the Board conducts an annual evaluation of its performance on the individual and collective levels using a questionnaire specifically designed for this purpose, where the Board's collective performance is evaluated, as well as its Members' performance, and that of its Committees to investigate the familiarity of the Chairman and Members of the Board with the duties as set forth in the Corporate Governance Manual and the Articles of Association of the Company, the Commercial Companies Law No. 11 for 2015 and its amendments in Law No. 8 for 2021, and the Corporate Governance Code issued by the Qatar Financial Markets Authority (QFMA), as well as to inform them of the latest developments in the field of governance, and based on some requirements or the results of the evaluation process, development programmes are designed for each individual Board Member. In case of real deficiency in the performance of a Board Member, which was not resolved at the appropriate time, then the Board shall have the right to take the appropriate action in accordance with Law and Corporate Governance. In this regard, each Board Member signs a Declaration that he is fully familiar with the Corporate Governance Manual and the Corporate Governance Code for Companies and Legal Entities listed on the Main Market issued by Qatar Financial Markets Authority (QFMA) and that they are committed to implementing them as a Board Member.

As for the Senior Executive Management, an annual evaluation is undertaken using a Target Score Card at the Company's level, then at the level of the major sectors of the Company.

The Company shall comply with the rules and conditions that govern the disclosure and listing in Markets. It shall also inform the Authority of any dispute that the Company is part of and is affecting its activities and shares, including litigation and arbitration, and shall disclose transactions or deals concluded with any related party.

# CORPORATE GOVERNANCE REPORT

Board Member Name	Number of Board Meetings Attended During 2024
H.E. Sheikh Faisal Bin Thani Al Thani	7
Dr. Nasser Mohammed Marafih	6
General Retirement & Social Insurance Authority, represented by H.E Mr. Ahmed Ali Al Hammadi	7
Mr. Nasser Rashid Al-Humaidi	7
Mr. Mohammed Saif Al Sowaidi	7
Wasit Trading Company represented by Sheikh Saud Bin Nasser Al Thani	7
Qatar National Bank (QNB) represented by Mr. Abdulla Mubarak Al-Khalifa	6
H.E. Eng. Essa Hilal Al-Kuwari	7
Mr. Yousif Mohammed Al-Obaidli	7
H.E. Mr. Mohammed Bin Nasser Al-Hajri	6

## 5. Composition and Remuneration of the Board:

The Board of Directors is composed in accordance with Article (22) of the Company's Articles of Association. The Board of Directors consists of ten (10) Members, ten (10) of which are Non-Executive Members, five of whom, including the Chairman, shall be appointed by the Qatar Holding. The other five (5) Board Members are elected by secret ballot of the General Assembly according to the applicability of the terms of the nomination on them and the provisions of Article (35) of the Corporate Governance Code for Companies and Legal Entities Listed on the Main Market issued by the Qatar Financial Markets Authority (QFMA). A Board Member's term is three (3) years and may be renewed. To maintain minority's rights, Article (45) of the Articles of Association provides for that Shareholders holding no less than 10% of the capital have the right to call for a General Assembly Meeting.

The Company pursues separation between positions of the Chairman of the Board and any other Executive position in the Company, where H.E. Sheikh Faisal Bin Thani Al Thani is the Chairman, Mr. Aziz Aluthman Fakhroo is the Group CEO and responsible for its management. Sheikh Mohammed Bin Abdulla Al Thani was the Deputy CEO of Ooredoo Group until he was appointed as Minister of Transport, and Sheikh Ali Bin Jabor Al Thani is the CEO of Ooredoo Qatar.

The value of the Board's remunerations for the period ending 31 December 2024 amounted to QR 19.4 million.

## 6. Conflict of Interests:

The Company adopts a policy that ensures the confidentiality and integrity any Reports of illegal actions relating to Employees and general performance measures, which are clarified in Ooredoo's Code of Business Conduct and Ethics. The Code includes the expected behaviour of Employees, particularly with regard to compliance with Laws and Regulations.

Employees must avoid: Conflicts of Interest, particularly in commercial transactions, business administration and activities; using the Company's assets, records, and information; and relationships with related parties outside the Company. No Employee may accept or request gifts or bribes, loans or bonuses, prizes or commissions. The Company is resolved to combat all forms of conflicts of interest in addition to other matters.

Furthermore, the Company complies with Articles (108), (109), (110), and (111) of the Commercial Companies Law No. 11 for 2015 and its amendments in Law No. 8 for 2021 that states the following:

1. The Chairman or a Board Member or Members of the Senior Executive Management may not participate/engage in any business that competes with the Company's business, or may not be involved, either on his/her own behalf or on others' behalf, in any type of business or activities in which the Company is engaged without obtaining the approval from the General Assembly, otherwise the Company is entitled to ask him/her for compensation or take the ownership of the activities he/she is engaged in.
2. The Chairman, Members of the Board and Members of the Senior Executive Management must disclose to the Board any interest, direct or indirect, that they have in the transactions and deals taking place in favour of the Company, and the disclosure must include the type, value and details of those transactions and deals, the nature and extent of the interest they have, and a statement of the beneficiaries thereof.
3. If the total value of the transactions and deals stipulated in the previous Clause is equal to or more than 10% of the market value of the Company or the value of the Company's net assets according to the latest announced financial statements, whichever is lower, a prior approval must be obtained from the General Assembly. The Auditor's Report is submitted to the General Assembly, provided that it includes the type and details of those transactions and deals, their value, the nature and extent of the interest and the stakeholder, and an indication of whether they are in accordance with market prices and on a purely commercial basis. This approval is renewed annually if those transactions and deals are of a periodic nature.
4. Any of the Stakeholders stipulated in Clause (1) of the above-mentioned paragraph shall refrain from attending the Meetings of the General Assembly or the Meetings of the Board of Directors in which the issue related to it is being discussed or voted on.

5. The Company may not offer a cash loan of any kind to any Member of its Board of Directors or to guarantee any loan held by one of them with others or make an agreement with banks or other credit companies to lend money to any of the Board Members or open a facility or guarantee a loan with other parties beyond the terms and conditions set by the Central Bank of Qatar. Agreements beyond the provisions of this Article will be considered null and void, and the Company retains its rights to request compensation, when necessary, from the offending parties.
6. It is prohibited for the Chairman and the Board Members or the Company's Staff to take advantage of any information delivered to his/her knowledge by virtue of his/her Membership or Position for the benefit of him/herself, his/her spouse, his/ her children or any of his relatives to 4<sup>th</sup> Degree either directly or indirectly, as a result of dealing in Company securities of the Company. Nor may they have any interest, directly or indirectly, with any entity conducting operations intended to make a change in the securities prices issued by the Company, and this ban stays in effect for three (3) years after the expiry of the person's Membership in the Board of Directors or the expiry of his work in the Company.

## 7. Duties of the Board of Directors

The role of the Board of Directors is to lead the Company in a pioneering way within the framework of effective directives that allow for Risk Assessment and Management. The Board of Directors has the authority and full power to manage the Company and continue business to fulfil the fundamental goal of upholding Shareholders' Rights, in addition to the following tasks:

1. Determine the Terms of Reference, Duties, and Powers of the Chief Executive Officer and assess his performance and remuneration.
2. Evaluate, withdraw and define the powers granted to the Members of the Board of Directors and Board Committees, and define ways of exercising the powers, and formulating a policy for that.
3. Monitor the performance of the Senior Executive Management; review Management Plans in relation to the replacement process and the arrangements for remunerations of Senior Executive Management.
4. Verify the appropriateness of organisational, administrative, and accounting structures for the Company and its Group, with a focus on the Internal Control System.
5. Ensure adequate planning for the succession and replacement of Senior Executive Management.
6. Provide recommendations to appoint, re-appoint or quarantine the Auditor appointed by the Shareholders on the basis of their consent during the Annual General Meeting of the Company, as recommended by the Audit and Risk Management Committee.
7. Direct Members of the Board of Directors and provide them with continuous guidance through planning of the induction and guidance programmes. The Chairman of the Board is responsible for consistently providing induction and guidance programmes to Board Members, to help them perform their duties and ensure they understand ongoing developments on Company issues.
8. Members of the Board of Directors are expected to be seriously committed to the Board and the Company, and also to develop and expand their knowledge of the Company's current operations and its main business, and to be available to contribute to the work of the Board and Committees.
9. Members of the Board of Directors and the Senior Executive Management will be trained according to capacity.
10. Review and approval of Company's major strategic plans and oversee its execution.

11. Oversee Company's special corporate governance system and the extent of its abidance by the System of Corporate Governance and legal Entities listed on the Main Market.
12. Approval of the Guide of Executing the Company's Strategy and Objectives prepared by the higher Executive Management, which should include determination of means and tools of rapid communication with the authority and other regulatory parties, and all other parties concerned with governance including nominating a point of contact.
13. Establishing internal control rules and controls, and of them through a written policy that regulates conflict of interests and resolves any situation conflict for all Board Members and the higher Executive Management and Shareholders. In addition to establishing a complete disclosure system which accomplishes justice and transparency, preventing the conflict of interests and taking advantage of information.
14. Developing precise policies for Board Membership, according to applied Laws.
15. Drafting of a written policy to organise and regulate the relationship between stakeholders and their rights.
16. Creation of policies and procedures for disclosure to shareholders, debtors, and stakeholders.
17. Invitation of all shareholders to attend the General Assembly Meeting according to the Companies' Law, and the Company's Articles of Association.
18. Approval of the nominations related to appointments at the higher Executive Management, and the progression plan for these roles.
19. Creation of awareness programmes as necessary to spread a culture of auto-regulatory and risk management in the Company.
20. Approval of a written and clear policy determining the basics and method of remunerating Board Members and determining the remuneration and incentives of the higher Executive Management and the workers in the Company according to principles of corporate governance and legal entities listed on the Main Market without any discrimination and achievement of approval by the General Assembly.

## 8. Liabilities of the Board

The Board is obliged to perform its duties and responsibilities, and is keen on doing the following:

1. Attend the Meetings of the Board's and its Committees, and not to retire the Board except for a necessity and at the appropriate time.
2. Hold high the interest of the Company, Partners, Shareholders and all Stakeholders, and favour it over their private interest.
3. Provide an opinion on the strategic issues of the Company, its policy in the implementation of its projects, systems of accountability of Employees, their resources, basic appointments and work standards.
4. Monitor the performance of the Company in achieving its goals and objectives, and review reports on its performance, including the annual, semi-annual and quarterly reports.
5. Supervise the development of the procedural rules for governance and work to ideally implement them in accordance with this system.
6. Benefit from their diverse skills and expertise to diversify their competencies and qualifications in managing the Company in an efficient and productive manner, and to work to realise the interest of the Company, Partners, Shareholders and other Stakeholders.
7. Participate effectively in the Meetings of the Company's General Assembly and meet the demands of its Members in a balanced and fair manner.

# CORPORATE GOVERNANCE REPORT

8. Refrain from giving any statements, data or information without prior written permission from the President or his Authorised Representative. The Council shall nominate the official spokesperson of the Company.
  9. Disclose financial and commercial relationships and lawsuits that may negatively affect the performance of any functions assigned to the Board.
- 9. Chairman of the Board's role and duties**
- The main function of the Chairman of the Board is to lead the Board and ensure that the duties are undertaken as required by law and the relevant legislation, in addition to the following tasks:
1. Represent the Company in court, and in its relationship with others, and to communicate with them, and inform the Board of their views.
  2. To chair the Board, selected Committees, and General Assembly Meetings, and run discussions as openly as possible, to encourage Board Members to participate effectively in discussions that serve the interests of the Company.
  3. Coordinate with the Chief Executive Officer and the heads of the Committees and the Secretary of the Board of Directors to determine the schedule for Board and Committee meetings, and other important Meetings.
  4. Coordinate with the Chief Executive Officer to ensure that information is provided to the Board of Directors, so that the Board can make appropriate decisions and follow-up their execution.
  5. Review the timing and quality of delivery of supporting documentation to the Management's suggestions to ensure an effective flow of information to the Board of Directors.
  6. Guide and enhance the effectiveness of the Board of Directors and Members and assign tasks to them as required.
  7. Review monthly results for the Company's business in coordination with the Chief Executive Officer.
  8. Ensure that the Company has good relations with official and non-official departments, and with various media.
  9. Issue the Agenda for Board Meetings, taking Members' suggestions into account. Assess the performance of the Board annually, and the performance of its Committees and Members, possibly using a third-party consultancy to conduct the evaluation.
  10. Encourage Board Members to collectively and effectively take part in conducting the Board affairs to ensure that the Board is undertaking its responsibilities to achieve the interests of the Company.
  11. Find effective communications means with shareholders and convey their opinion to the Board.
  12. Allow the opportunity to Non-Executive Board Members to effectively take part in and encourage building constructive relationships between Executive and Non-Executive Board Members.
  13. Keep the Members always abreast of execution of the rulings of Corporate Governance and Legal Entities Order issued by the Authority.

The Chairman may delegate some of these powers to another Member of the Board of Directors, or the Chief Executive Officer, or the Secretary of the Board.

## 10. Qualifications and Duties of the Board Secretary

The Board of Directors has appointed Mr. Hilal Mohammed Al Khulaifi as Secretary of the Board of Directors. Mr. Hilal is Group Chief Legal, Regulatory & Governance Officer since March 2023. Prior to that, he was Director of the Legal Affairs Department at the Ministry of Commerce and Industry. During his career, he held several leadership positions, chairing major committees. He also served as Secretary of the Supreme Council for Economic Affairs and Investment.

Al Khulaifi is also an active member of several committees, including the Committee for the Establishment of the Investment and Commerce Court at the Supreme Judicial Council, the Financial Sanctions Committee at the CRA, and the Committee for Granting Permanent Residence Cards at MOI. He represented Qatar in the United Nations Commission on International Trade Law. He is currently a member of the International Legislation Association and is a certified arbitrator at the Qatar International Centre for Conciliation and Arbitration. He holds a bachelor's degree in law from Qatar University and a Masters in Law from the University of Portsmouth, UK.

Mr. Hasan Bin Nabeel Al-Kuwari was appointed Assistant Secretary of the Board of Directors. Mr. Hasan holds a Bachelor's Degree in Law and a Master's Degree in International Economic and Commercial Law from the United Kingdom. Prior to joining Ooredoo Group, he worked in an international law firm.

The Board Secretary assists the Chairman and all Board Members in executing their duties, and he commits to make sure the Board proceedings are carried out appropriately, including:

1. Preparation and revision of Board Meetings' Minutes.
2. Filing of the Board's decisions in a well-maintained record according to Meetings' numbers and the decisions according to its issue date.
3. Preserving the Board's Meetings-related Minutes, Decisions, Memorandums and Reports on paper and in electronic formats.
4. Send Meetings invitations to Board Members with the Meeting Agenda two (2) weeks prior to the Meeting date and receiving Members' requests to add an item or more to the Meeting Agenda mentioning the date of its submission.
5. Full coordination between the Chairman of the Board and its Members and concerned parties and Stakeholders including Shareholders and the Administration and Employees.
6. Provide the Chairman and Members quick access to all Company documents including its data and information.
7. Keep Board Members' Declaration of no combination between Membership of the Board and occupations from which they are prohibited, according to Companies Law and Corporate Governance System issued by the Commission.

## 11. The Company's Irregularities

As a leading Company in its own field, and in the telecommunication sector, Ooredoo Board of Directors and its top Management are keen to implement all Rules and Regulations outlined in Corporate Governance and Legal Entities Listed on the Main Market order issued by Qatar Financial Markets Authority (QFMA) and Commercial Companies Law No. (11) for 2015 and its amendments in Law No. 8 for 2021. No violations were committed in 2024.

Apart from that, there is no lawsuit against, or brought to court by the Company, that is still pending with no ruling up to the date of preparing this Governance Report.

## 12. Board Activities in 2024

In 2024, Ooredoo's Board of Directors achieved a number of key governance goals and supervised the implementation of a number of key successful initiatives, including:

- Approving the Group's Performance Report for 2024.
- Approving the Group's financial consolidated statements for 2023 and providing a recommendation to the General Assembly in this regard.
- Approval of Ooredoo Group's Management Report on the review of the Internal Control over Financial Reporting (ICOFR) for the financial year 2023.
- Approval of Ooredoo Qatar's Management Report on the review of the Internal Control over Financial Reporting (ICOFR) for the financial year 2023.
- Approving the re-appointment of PricewaterhouseCoopers (PwC) as the Auditors of the Ooredoo Q.P.S.C, Ooredoo Group L.L.C and Special Purpose Entities for 2023; revising the Regulatory Accounting System (RAS) Order for 2023; reviewing the Internal Control over Financial Reporting (ICOFR); validating license fees and industrial fees (required by the Communications Regulatory Authority of Qatar); the Qatar Stock Exchange Reports in XBRL language; providing an Arabic translation resource (on request) for 2024; and providing a recommendation to the General Assembly in this regard.
- Approving the Governance Report for 2023 and providing a recommendation to the General Assembly in this regard.
- Approving distributing a Cash Dividend of 55% of the nominal Share value (QR 0.55 per Share), and providing a recommendation to the General Assembly in this regard.
- Approving the remunerations of the Chairman and Members of the Board for 2023, and providing a recommendation to the General Assembly in this regard.
- Approving the revised and consolidated Business Plan of the Group for 2024, 2025 and 2026, and the Annual Budget for 2024.
- Approving the Business Plan of the Group for the years 2025, 2026 and 2027, as well as the Budget and Financing Plan for 2025.
- Approving the Business Plan of Ooredoo L.L.C. for the years 2024, 2025, 2026 and the Annual Budget for 2025.
- Approving the Financial Strategy of the Group.
- Approving a number of technical decisions related to investment opportunities.
- Approving the proposed amendments to some of Ooredoo Q.P.S.C and Ooredoo Group policies.

## 13. Role of Board Committees

In order to make the decision-making process more efficient and to support the vision relating to corporate governance, the Board has three main Committees: Executive Committee, Audit and Risk Management Committee and Remuneration and Nomination Committee. Each Committee is composed of not less than three (3) Board Members (to be appointed by the Board), taking into account the experience and capabilities of each Board Member participating in the Committee. The Board may substitute the Committee Members at any time.

Each of the Board Committees works in accordance with a written Charter approved by the Board of Directors that clarifies its responsibilities and authorities. The Charter of each Committee has verified that it is in line with the Corporate Governance Code and Articles of Association of the Company and the Commercial Companies Law No. 11 for 2015 and its amendments in Law No. 8 for 2021, and the Corporate Governance Code of the Qatar Financial Markets Authority (QFMA).

# CORPORATE GOVERNANCE REPORT

Committee	Name of Board Member	Position
Executive Committee	Dr. Nasser Marafih	Chairman
	H.E. Mr. Ahmed Ali Al Hammadi	Member
	Mr. Mohammed Saif Al Sowaidi	Member
	Mr. Yousif Mohammed Al-Obaidli	Member
Audit and Risks Committee	Mr. Nasser Rashid Al-Humaidi	Chairman
	H.E. Eng. Essa Hilal Al-Kuwari	Member
	Mr. Mohammed Bin Nasser Al-Hajri	Member
Remuneration and Nomination Committee	H.E. Mr. Ahmed Ali Al Hammadi	Chairman
	Mr. Abdulla Mubarak Al-Khalifa	Member
	Sheikh Sauod Bin Nasser Al Thani	Member

## A. Executive Committee

The Executive Committee is comprised of four (4) Members and aims to ensure that decisions are made at the highest levels, to achieve the Company's objectives in a flexible and timely manner in accordance with the authority delegated to the Committee by the Board of Directors.

The Committee is also responsible for studying issues that need detailed and in-depth review before presenting to the Board for final decision. It also oversees Ooredoo's strategy and methods deployed for adopting financial and strategic investments. In 2024 the Committee completed a number of major Projects:

- Reviewed investment opportunities and made recommendations to the Board of Directors.
- Reviewed subsidiaries' work plans and their budgets and provided recommendations to the Board in this regard.
- Reviewed recommendations for awarding contracts, and took appropriate decisions.
- Reviewed the status of Ooredoo Group companies to determine suitability and its position in the markets in which it operates, and made recommendations to the Board of Directors.
- Approved the Company's sponsorship agreements with third parties.
- Approved updating the financial limits of other parties (banks and financial institutions).
- Approved the Group work plan for 2024, 2025, and 2026 as well as approved the 2024 budget, and provided a recommendation to the Board in this regard.
- Approved Ooredoo Group work plan for 2024, 2025, and 2026 as well as approved the 2024 budget, and provided a recommendation to the Board in this regard.
- Approved the financing strategy and plan for 2024 and provided a recommendation to the Board in this regard.
- Approved Ooredoo Qatar work plan for 2024, 2025, and 2026, as well as approved the 2024 budget and provided a recommendation to the Board in this regard.

The Committee held four (8) Meetings in 2024.

According to the annual evaluation, the Board of Directors is satisfied with the Committee's performance while executing its responsibilities and authorities, as well as the recommendations it provided during the year ending 31 December 2023.

Board Member Name	Number of the Executive Committee's Meetings the Member has attended during 2024
Dr. Nasser Mohammed Marafih (Chairman of the Executive Committee since 12 March 2024)	7
H.E. Mr. Ahmed Ali Al Hammadi (Member since 12 March 2024)	7
Mr. Mohammed Saif Al Sowaidi (Member since 12 March 2024)	6
Mr. Yousif Mohammed Al-Obaidli (Member)	8
General Retirement & Social Insurance Authority, represented by H.E Mr. Turki Mohammed Al-Khater (until 12 March 2024)	1
Mr. Abdulla Mubarak Al-Khalifa (Member until 12 March 2024)	1
H.E. Eng. Essa Hilal Al-Kuwari (Member until 12 March 2024)	1

## B. Audit and Risk Management Committee

The Committee comprises three (3) Independent Members, and it assists Ooredoo's Board in overseeing the integrity of the Company's financial statements. It also provides consultancy to the Board on the efficiency and adequacy of internal control systems and arrangements for risk management. The Committee is also responsible for ensuring that internal and external audit functions are independent and objective.

The Committee reviews the annual internal audit and Auditors' Reports and prepares reports on issues arising from auditing the Company and its Subsidiaries, including management reaction; the level of cooperation and information provided during the audit process; and the usefulness of the audit report versus cost.

The Committee also sets up communication channels between Executive Management and Internal and External Auditors. In addition, the Committee reviews Risk Management Reports and advises the Board on all matters that need attention and seek a decision. The Committee also puts great emphasis on investigating any violations in the Group's Companies.

In 2024, the Committee completed a number of major works including:

- Reviewed the annual and quarterly Internal Audit Reports regularly.
- Reviewed annual and quarterly Risk Management Reports regularly.
- Reviewed the results of the Internal Audit Quality Assurance Review for Ooredoo and Group Companies.
- Approved the Internal Audit Department Plan for Group based on risks for 2024.
- Approved the Strategic Plan to manage Group Internal Audit for 2024 – 2026.
- Approved quarterly Financial Statements, and reviewed the annual Financial Statements and submitted a recommendation to the Board.
- Reviewed the Ooredoo Q.P.S.C. Policies and referred them to the Board.
- Reviewed the following Ooredoo Group Policies and Charters, and submitted them to the Board of Directors:
- Approved the Governance Report for 2023.
- Approved Ooredoo Group's Management Report regarding the review of the Internal Control Systems Over the Financial Reports for the financial year ended 31 December 2023.
- Approved Ooredoo Qatar's Management Report regarding the review of the Internal Control Systems Over the Financial Reports for the financial year ended 31 December 2023.

- Approved the re-appointment of PricewaterhouseCoopers (PwC) as the Company's Auditor for Ooredoo Q.P.S.C., Ooredoo Group L.L.C and Special Purpose Vehicle Companies, to review the Regulatory Accounting System (RAS) for 2023 and the systems for Internal Control Over Financial Reporting (ICOFR); confirm license and industrial fees (required by the CRA in Qatar); Qatar Stock Exchange (XBRL) Reports; and provide an Arabic translation resource (on request) for 2024.
- Approved the results of the performance index of the Group's Internal Audit Department and the Corporate Governance Department for 2023.
- Approved the performance index of the Group's Internal Audit Department and the performance index of the Corporate Governance Department for 2024.
- Approved the Budget of Corporate Governance for 2024.
- Approved the Budget of Group Internal Audit Department for 2024.
- Reviewed Group Internal Audit Department Report on Internal Control according to the requirements of the Company's Governance Order and Entities Listed on the Market and refer it to the Board.
- Reviewed the Internal and External implementation of recommendations of the Quality Assurance and Improvement Programme (QAIP).
- Reviewed the Auditor's Plan for the Company's Annual Audit Review for 2023.

# CORPORATE GOVERNANCE REPORT

The Committee held eight (8) Meetings during 2024.

According to the annual evaluation, the Board of Directors is satisfied with the Committee's performance while executing its responsibilities and authorities, as well as the recommendations it provided during the year ending 31 December 2024.

Member's Name	Number of the Audit and Risk Management Committee's Meetings the Member has attended during 2024
Mr. Nasser Rashid Al-Humaidi (Chairman of Audit & Risk Management Committee)	8
H.E. Eng. Essa Hilal Al Kuwari (Member since 12 March 2024)	6
Sheikh Sauod Bin Nasser Al Thani (Member until 12 March 2024)	2
H.E. Mr. Mohammed Nasser Al-Hajri (Member)	8

## C. Remuneration, Nomination, and Sustainability Committee

The Committee comprises three (3) Members. It assists the Board in executing its responsibilities with regards to nominating and appointing Ooredoo Board Members, and Board Members of its Subsidiaries, and determining the remuneration of the Chairman and Members of the Board, and the remuneration of Members of the Senior Executive Management and Employees. The Committee also takes part in assessing the performance of the Board.

In 2024, the Committee completed a number of major works:

- Approved performance index card for Ooredoo Qatar for 2024.
- Approved performance index card for Ooredoo Qatar CxOs for 2023.
- Approved performance index card for Ooredoo Group for 2024.
- Approved performance index card for Ooredoo Group CxOs for 2023.
- Approved performance and goal index card for Ooredoo Qatar for 2024.
- Approved performance and goal index card for Ooredoo Qatar CxOs for 2023.
- Approved the proposed changes to Ooredoo Group's HR Policy.

Approved the amendment of the Committee's charter name from "Remuneration and Nomination Committee" to "Remuneration, Nomination, and Sustainability Committee".

The Committee held seven (7) Meetings during 2024.

According to the annual evaluation, the Board of Directors is satisfied with the Committee's performance while executing its responsibilities and authorities, as well as the recommendations it provided during the year ending 31 December 2024.

Member's Name	Number of the Remuneration, Nomination, and Sustainability Committee's Meetings the Member has attended during 2024
H.E Mr. Turki Mohammed Al-Khater (Chairman of the Committee until 12 March 2024)	1
H.E. Mr. Ahmed Ali Al Hammadi (Chairman of the Committee since 12 March 2024)	6
Sheikh Sauod Bin Nasser Al Thani (Member)	7
H.E. Eng. Essa Hilal Al-Kuwari (Member until 12 March 2024)	1
Mr. Abdulla Mubarak Al Khalifa (Member since 12 March 2024)	6

## 14. The Executive Management

The role of Executive Management is to manage the Company's business operations, which requires planning different developments' processes in adherence to the Company's principles and practices. In addition, Executive Management is responsible for monitoring the development of financial performance and business plans. The Executive Management team reports to the Chief Executive Officer and Chief Operating Officer, with their performance monitored by the Board of Directors.

The following table gives the Names and Biographies of the Executive Management until the end of 2024:

Executive Manager Name	Summary Curriculum Vitae
<b>Mr. Aziz Aluthman Fakhroo</b> Chief Executive Officer, Ooredoo Group	Mr. Aziz Aluthman Fakhroo is Group Chief Executive Officer since November 2020. He was a Board member of Ooredoo Group from 2011 to 2024. From 2014 to 2020, he served as Deputy Undersecretary for Budget, Treasury and Financial affairs at the Ministry of Finance. Previously (2007-2014) he was the Co-head of Mergers and Acquisitions at Qatar Investment Authority (QIA), where he led some of the sovereign wealth fund's most high-profile deals. In March 2021 he was appointed as Board member of KATARA Hospitality and member of the Board of Trustees of Qatar Museums and in December 2021 he was appointed on the Board of Commissioners of Indosat. He served as Board Member at Accor SA from 2015 till 2022. He also served as member of the Board of United Arab Shipping Company, Canary Wharf Group, Chelsfield LLP and CITIC Capital. Mr. Aziz Aluthman Fakhroo holds a Bachelor of Business Administration from ESLSCA University.
<b>Sheikh Nasser Bin Hamad Bin Nasser Al-Thani</b> Regional CEO – Middle East, Ooredoo Group	Sheikh Nasser Bin Hamad Bin Nasser Al-Thani was appointed Group Regional CEO for the Middle East in December 2024. In his new role, Sheikh Nasser oversees Ooredoo's operations in Kuwait, Oman, and Iraq. He also serves as Chairman of the Board for both Ooredoo Kuwait and Ooredoo Oman. Sheikh Nasser brings over 20 years of extensive experience, including 15 years with Ooredoo. Prior to his current position, he served as Group Chief Corporate Affairs Officer. Before that, he was Chief Commercial Officer at Ooredoo Qatar, where he led the company's consumer, enterprise, and marketing units. Previously, he was Chief Business Officer of Ooredoo Qatar, responsible for end-to-end profit and loss accountability for Ooredoo Qatar's B2B portfolio including Connectivity, ICT and Mega Projects as well as the Qatar Data Centre. Sheikh Nasser holds a Bachelor's degree in Business and Economics from Qatar University and an MBA from the University of Wales, as well as a Telecoms Mini MBA from Telecoms Academy, UK.
<b>Mr. Ahmad Abdulaziz Al Neama</b> Regional CEO – North Africa and Asia, Ooredoo Group	Mr. Ahmad Abdulaziz Al Neama is Group Regional CEO – North Africa and Asia since January 2022. He is also Chairman of the Board of Directors of Ooredoo Algeria, Ooredoo Tunisia, Ooredoo Myanmar, and Vice-Chairman of the board of Ooredoo Palestine, as well as Indosat Ooredoo Hutchison's President Commissioner. He currently oversees the strategic evolution of Ooredoo in six countries, including Algeria, Tunisia, Palestine, Maldives, and Indonesia. Prior to his current position, Mr. Ahmad was CEO of Indosat Ooredoo, and was behind the biggest tower sale and leaseback transaction in Asia and played a key role in the merger of Ooredoo and CK Hutchison. He holds a BSc in Electrical Engineering from the University of Colorado, Denver. Mr. Ahmad has also received further qualifications from the HEC Leadership Academy, Qatar Leadership Center, Arab Leadership Academy and Cranfield University & IMD and much more.

# CORPORATE GOVERNANCE REPORT

Executive Manager Name	Summary Curriculum Vitae
<b>Mr. Abdulla Ahmed Al-Zaman</b> Chief Financial Officer, Ooredoo Group	<p>Mr. Abdulla Ahmed Al-Zaman was appointed as Ooredoo Group Chief Finance Officer in March 2021.</p> <p>Previously, he was CFO at Ooredoo Qatar since January 2018, after joining the Group in 2013 and holding multiple senior roles including Directorship positions on key Ooredoo international operating companies.</p> <p>He is responsible for facilitating organisational accountability and transparency, maintaining a long-term sustainable value for shareholders and other stakeholders.</p> <p>Mr. Al-Zaman has over 30 years of highly accomplished broad-based leadership experience, in Telecommunications, Transportation and Oil &amp; Gas industries.</p> <p>He holds a bachelor's degree in Finance &amp; Business Administration from California, USA, and an EMBA from the University of Hull, UK.</p>
<b>Dr. Hamad Yahya Al Nuaimi</b> Chief Board Affairs Officer, Ooredoo Group	<p>Dr. Hamad Yahya Al Nuaimi was appointed Group Chief Board Affairs Officer in January 2023.</p> <p>In his current role, he provides extensive support to the offices of the Chairman, Group CEO and Deputy Group CEO and coordinates communication between the Board of Directors and Ooredoo's senior management.</p> <p>Dr. Hamad is also responsible for managing Ooredoo's senior stakeholder relations with key national and international figures and institutions, including heads of states, ministers, government agencies and international organisations.</p> <p>Prior, he was Chief Corporate Affairs Officer in Group and at Ooredoo Kuwait.</p> <p>He has an extensive and accomplished career of over 27 years in the finance, communications, media and telecoms industries and has held senior roles at QNB, which has seen its brand value jump to USD 1.3 billion, and Al Jazeera, which became among the world's top 5 brands, during his tenure.</p> <p>Dr. Hamad holds a PhD in Marketing from the UK in 2005, Marketing Research and Development.</p>
<b>Mr. Hilal Mohammed Al Khulaifi</b> Chief Legal, Regulatory & Governance Officer, Ooredoo Group	<p>Mr. Hilal Mohammed Al Khulaifi is Group Chief Legal, Regulatory &amp; Governance Officer since March 2023. He is also Secretary of the Board of Directors of Ooredoo Group.</p> <p>Prior to that, he was Director of the Legal Affairs Department at the Ministry of Commerce and Industry. During his career, he held several leadership positions, chairing major committees. He also served as Secretary of the Supreme Council for Economic Affairs and Investment.</p> <p>Al Khulaifi is an active member in a number of committees, including the Committee for the Establishment of the Investment and Commerce Court at the Supreme Judicial Council, the Financial Sanctions Committee at the CRA, and the Committee for Granting Permanent Residence Cards at MOI. He represented Qatar in the United Nations Commission on International Trade Law.</p> <p>He is currently a member of the International Legislation Association and is a certified arbitrator at the Qatar International Centre for Conciliation and Arbitration.</p> <p>He holds a bachelor's degree in law from Qatar University and a Master's in Law from the University of Portsmouth, UK.</p>

Executive Manager Name	Summary Curriculum Vitae
<b>Ms. Fatima Sultan Al-Kuwari</b> Chief Human Resources & Sustainability Officer, Ooredoo Group	<p>Fatima Sultan Al Kuwari was appointed Group Chief Human Resources Officer in April 2021, and with the expansion of her department to include sustainability, she now serves as Group Chief Human Resources and Sustainability Officer. She was also appointed Chairperson of Ooredoo Maldives in December 2021.</p> <p>She has over 19 years of professional experience and is the first woman in the history of Ooredoo Kuwait to be appointed as a Board member of the company.</p> <p>Ms. Fatima joined Ooredoo in 2006 and served in various senior roles, latest of which was Ooredoo Qatar's Chief Consumer Officer. Prior to that, she was Ooredoo's Acting Group Chief Commercial Officer (CCO).</p> <p>She holds a B.S. in Computer Science from University of Qatar, an Executive Masters in Leadership from Georgetown University, USA and an MBA from the University of Liverpool in the UK.</p>
<b>Mr. Mohammed Abdulkhaliq Al-Emadi</b> Chief Audit Executive, Ooredoo Group	<p>Mr. Mohammed Abdulkhaliq Al-Emadi was appointed as Group Chief Audit Executive (GCAE) in November 2011.</p> <p>Since his appointment, he has successfully transformed the Internal Audit Function into a Group Internal Audit.</p> <p>He has 21 years of professional experience in the audit field, 13 of which are in Ooredoo's Internal Audit.</p> <p>He is responsible for providing assurance and consulting services to Ooredoo Qatar, Ooredoo Group and Starlink, as well as supporting Internal Audit functions in the Operating Companies.</p> <p>He holds a B.S. in Accounting from Qatar University and a Master's degree in Accounting and Finance from Southampton University, UK.</p>
<b>Sheikh Ali Bin Jabor Al-Thani</b> Chief Executive Officer, Ooredoo Qatar	<p>Sheikh Ali Bin Jabor Al-Thani is Ooredoo Qatar's CEO since January 2023.</p> <p>Previously, he was Group Chief Legal, Regulatory &amp; Governance Officer, overseeing Ooredoo's global legal activities, policies, and regulatory affairs and advising the Board and Executive Management on all aspects of governance, legal compliance and regulatory frameworks across the group.</p> <p>Prior to that, Sheikh Ali was the Group's Chief Corporate Governance Officer from January 2018 until March 2020.</p> <p>Sheikh Ali joined Ooredoo Group in 2013 and served in a number of roles, including Chief Legal and Regulatory Officer of Ooredoo Qatar.</p> <p>He holds a Bachelor's degree in Law.</p>
<b>Ms. Maryam Hassan Al Hajri</b> Chief Human Resources Officer, Ooredoo Qatar	<p>Mariam Hassan Al Hajri is Chief Human Resources &amp; Administration Officer, overseeing both HR functions and Ooredoo's facilities and services.</p> <p>Previously, she was Director Talent Acquisition at Ooredoo Group, where she oversaw talent sourcing. Prior to that, she oversaw Ooredoo Qatar's Talent Management division for more than 14 years.</p> <p>Mariam has over 20 years of expertise across all domains of human resources management, including employee experience, organisation development, and talent management.</p> <p>Mariam holds a bachelor's degree in mass communication from Qatar University and has attended numerous leadership &amp; strategic management programmes, including HEC Paris, Harvard Business School, and others.</p>

# CORPORATE GOVERNANCE REPORT

Executive Manager Name	Summary Curriculum Vitae
<b>Mr. Eisa Mohammed Al-Mohannadi</b> Chief Financial Officer, Ooredoo Qatar	<p>Mr. Eisa Mohammed Al-Mohannadi is Ooredoo Qatar's Chief Financial Officer (CFO) since March 2021.</p> <p>Prior to joining Ooredoo in 2012, Mr. Al-Mohannadi held various positions in banking, risk operations, revenue assurance and general administration.</p> <p>He is a member of the Boards of Directors of Ooredoo Palestine, Ooredoo Oman and Starlink. He is also a member of the Board of QLM Life and Medical Insurance Company.</p> <p>He holds a Bachelor's degree in Business Administration and Finance from Marymount University, USA and a MBA in Business Administration and Digital Transformation from HEC Paris.</p>
<b>Mr. Thani Ali Al-Malki</b> Chief Business Officer, Ooredoo Qatar	<p>Mr. Thani Ali Al-Malki is Ooredoo Qatar's Chief Business Officer since January 2023.</p> <p>Prior to that, he was Executive Director Business at Ooredoo Qatar.</p> <p>Thani's extensive career includes a stint as Head of Active Network at Ooredoo, and tenures at Es'HailSat and Barwa Media Company.</p> <p>He holds a Bachelor of Science degree in Electronics and Communication Engineering from the University of Leeds, United Kingdom.</p>
<b>Mustafa Peracha</b> Chief Consumer Officer, Ooredoo Qatar	<p>Mustafa is Ooredoo Qatar's Chief Consumer Officer since January 2023. His commercial role spans mobile, fixed broadband and digital go to market.</p> <p>Previously, he has led Strategy, B2B Partnerships and Operations within Ooredoo Qatar.</p> <p>He has over 30 years of experience within the telecom and technology industries in the US, Middle East and South Asia. He holds an MBA from the University of Chicago and a Bachelor degree in Electrical Engineering from the University of Michigan.</p>
<b>Hicham Siblini</b> Chief Technology & Infrastructure Officer, Ooredoo Qatar	<p>Hicham Siblini was appointed as Chief Technology &amp; Infrastructure Officer in September 2024.</p> <p>He is a Senior Telecom Executive with strong management and operational experience. He has over 25 years of experience in the telecommunications and Information Technology sectors.</p> <p>Hicham Built and developed successful wireless and wireline operations around the world, including building teams and leading Networks and operations from green field to more mature stages in highly competitive environments. He held CTIO and COO roles in multiple geographies across Europe and MENA.</p> <p>Hicham holds a Master Degree in Radio Communications from the "ENST", Ecole National Supérieure des Télécommunications in Paris, France.</p>

- Total value of the remunerations to the Executive Management for the year ending on 31 December 2024 was equivalent to QR 35.7 million.
- The Board of Directors' evaluation of the performance of the Executive Management: Based on the annual evaluation, the Board of Directors is satisfied with the performance of the Executive Management while executing its responsibilities, authorities and recommendations which have been provided during the year ending 31 December 2024.

## 15. Corporate Governance Department

The Corporate Governance Department was established in 2008 and is responsible for assisting the management and Board in ensuring the efficiency and implementation of Corporate Governance Policies and Practices in Ooredoo and its Group.

In 2024, the Corporate Governance Department completed a number of major works:

- Continued the implementation of Corporate Governance in all of Ooredoo Group Companies.
- Reviewed the list of Ooredoo Representatives on the Boards of the Group's Companies.
- Adopted an Employee Disclosure procedure for Non-Ooredoo interests.
- Monitored the publication of the Corporate Governance Code in Group Companies.
- Assisted the Board of Directors in the annual Assessment and Evaluation of adherence to the Code of Conduct.
- Management of Special Purpose Vehicle Companies (SPVs).
- Worked on the Company's Policies and the roster of decision making.
- Compliance with the order of Corporate Governance and Listed Legal Entities on the Main Market.

## 16. Internal Audit Objectives and Activities

Providing independent and objective consultancy services drafted in a way that contributes to adding more value and improving Ooredoo's processes. The activity performed by the internal audit helps to achieve the Company's objectives through a structured and systematic approach to assess and improve the effectiveness of risk management, monitoring and governance. Also, the Internal Audit Department complies with the International Standards for the Professional Practice of Internal Auditing to provide practical instructions for the management of internal audit, planning, execution, and reporting activities, which are designed to add more value and improve Ooredoo processes/operations.

These tasks are performed under the supervision of the Audit and Risk Committee. There are clear instructions from the Board, Audit Committee, and Executive Management to all units to work in accordance with External and Internal Audit Systems, and to respond to any issue or topic raised by Auditors.

In 2024, the Internal Audit Department completed a number of major works:

- Prepared an internal risk-based audit plan.
- Reviewed and evaluated the operations, risk management and internal control framework through implementing the internal audit plan.
- Reviewed quarterly and annual Enterprise Risk Reports of Ooredoo Qatar and the Group and assessed the effectiveness of plans to reduce these risks.
- Complied with the Internal Audit Manual based on the International Standards for the Professional Practice of Internal Auditing to provide practical guidance to manage internal audit activity, planning, execution and reporting.
- Reviewed the quarterly Internal Audit Department reports in Group Companies.
- Reviewed the annual Risk Internal Audit plans for Group Companies; providing advice and consultation.
- Continued the execution of the Internal Audit Department programme to improve and control quality for internal audit departments in the Group and its Companies.
- Coordinated between External Auditors, Audit Bureau Qatar and Management.
- Supported Operating Companies' Internal Audit functions.

- Reviewed recommended policies to provide opinion on the efficiency of internal audit procedures.
- Planning and execution of a review for the effectiveness of Internal Control measures Over Financial Reports (Internal Control Over Financial Report) for 2024.
- To ensure transparency and credibility, any matters that come to the attention of the internal or external auditor or the accounting team are investigated separately based on the nature of these matters and in accordance with the established procedures.
- Submit quarterly reports to the Audit and Risk Management Committee on the extent of the Company's compliance with the requirements of Article (22) of the Corporate Governance Code for Companies and Legal Entities Listed on the Market. The report of the Group's Internal Audit Department includes:
  - Control and supervision procedures for financial affairs, investments and risk management.
  - Review of the evolution of risk factors in the Company and the suitability and effectiveness of the Systems deployed in the face of radical or unexpected changes in the Market.
  - A comprehensive evaluation of the Company's performance regarding compliance with the application of the Internal Control System, and the provisions of this System.
  - The extent of the Company's commitment to the rules and conditions governing disclosure and listing in the Market.
  - The extent of the Company's commitment to Internal Control Systems when identifying and managing risks.
  - The risks to which the Company was exposed, their types, causes and what was done about them.
  - Proposals for correcting violations, removing and causes of risks.

## 17. Supervising and Controlling the Group

Monitoring and supervision at Group level has separate lines for operating strategically and in financial control in a full review in each of the Affiliated Companies. This is done according to a regular cycle of visits and Meetings of the Executive Management of the Group with the Executive Management of the Affiliated Companies, supported by a specific schedule for reports on internal performance. This detailed inspection of the performance of each Operating Company is considered a primary source of information, provided to shareholders through quarterly or annual reports. In addition, the Group reviews and comments on the decisions and actions of Boards and Audit Committees in each Subsidiary. Supervision and control procedures vary between each of the Subsidiaries in a way that reflects delegation of powers to the Board and the Executive Management for each Company, however, each Company is obliged to issue its reports on the Group level.

The process of unifying the Audit Committees' Charters on Group level will ensure that Audit Committees are overseeing the system of internal control.

# CORPORATE GOVERNANCE REPORT

## 18. Risk Management and Internal Control

Ooredoo has established a system for monitoring, managing and controlling internal and external risks, to determine risks and put plans to rectify them in order to protect the Company's investments and operations inside and outside Qatar. This System is designed to:

- Identify, assess, monitor and manage risks in the Company; and
- Inform the Ooredoo Board of material changes to Ooredoo's risk profile.

The Board is responsible for establishing the risk management system and for reviewing the effectiveness of its implementation in Ooredoo and its Group. Management is responsible for systematically identifying, assessing, monitoring and managing material risks throughout the organisation. This System includes the Company's internal compliance and control systems. In addition, the Company has tight controls and well-established systems that control its transactions and relationships with related parties.

Ooredoo Group implements a risk management policy at Group level, where it states that the Group's Board of Directors, supported by Audit and Risk Management Committee and Internal Audit Department, will review every quarter all risks that Ooredoo and its Subsidiaries might face. Identifying risks that any of the Operating Companies might face is the responsibility of its Executive Management and Employees, while the Group's Risk Management examines the risk ratings determined, and the action plans to address these risks. The Internal Audit Department will undergo an independent review of Risk Management Department reports on quarterly basis, and present its opinion regarding the integrity of these reports to the Audit and Risk Management Committee. The concerned Department gathers all the potential risks and planned measures to mitigate these risks, and presents them to the Audit and Risk Management Committee.

The Department then analyses the effectiveness of Ooredoo's risk management and compliance with internal control measures, as well as the effectiveness of their implementation.

Measures for identifying and managing risks vary between Affiliated Companies. However, these measures are being standardised and Ooredoo also implements a system to compare external Markets with the procedures in place to manage risks, so that it is using the best practices.

High-level financial measurements are collected at Group level according to the recurring timetables, which might be monthly, quarterly, or yearly, depending on the details of these measurements. These measurements provide an indication as to the risks faced by each OpCos, with special attention to issues of cash and funding needs as well as the degree of endurance to be able to deal with the unexpected.

The Board also handles the responsibility of spreading the internal audit culture and oversees all concerned with the internal audit framework through regular reports submitted to the Board through internal audit (Risks and Internal Audit). The upper Management bears the responsibility of coordinating and facilitating the execution of internal audit framework, and dealing with concerned issues. The upper Management guarantees that all controls are working efficiently in all times, and will coordinate with different Departments to rectify any points of weakness in the control system that internal audit jobs have reported at the proper time.

The Internal Audit Department will continuously review how adequate internal audit framework is through the execution of the annual internal audit plan which is based on risks. In case the Internal Audit Department determined weakness points in the internal audit order, the respective Department shall devise a work plan to mitigate and rectify the shortage in a specific time frame. The priority of rectifying weakness points is defined on basis of the potential strength and impact of weak points on the Company. The Internal Audit Department prepares half yearly reports on the progress made in monitoring to the Audit and Risk Management Committee and the upper Management.

The Management defined in 2024 the procedures of control on financial data and confirming the integrity of the design and implementation of these procedures. The Internal Audit Department made a comprehensive review for these procedures to confirm how fit it is to implement, and the administration was notified of the results of the review and the required improvements. As of 31 December 2024, the Company was not aware of any failures or points of weakness in the internal review system, and no emergencies with negative impact on the Company's financial status took place.

## 19. Company's Adherence to Internal and External Audit Systems

The Company has appointed an External Auditor and is working on adherence to Internal and External Audit Systems. There are decisions and clear instructions from the Board of Directors, Audit Committee and Senior Executive Management that emphasise the necessity for all sectors and Departments of the Company to adhere to Internal and External Audit, and deal with all cases identified by the auditors.

With regard to technical and accounting reports, some observations are contained in the reports of the Internal Auditor, External Auditor and the Audit Bureau. These are being dealt with as appropriate.

Also, the Company has a Policy to ensure staff protection and confidentiality in the event of informing them of any suspicious transactions. This Policy has been included as part of the Code of Ethics and Business Conduct.

We would also like to point out that, based on the external evaluation of the Quality Assurance and Improvement Programme (QAIP) for the Group's Internal Audit and Department and the annual self-evaluation, the activity of the Group's Internal Audit Department is in line with the International Standards for the Professional Practice of Internal Auditing and the Charter of Professional Conduct of the International Institute of Internal Auditors.

## 20. Availability of Information

The Company guarantees for all Shareholders the right to review all relevant information and disclosures through its website and annual reports that are made available to all Shareholders. Shareholders can access all information relating to Board Members and their qualifications, including the number of shares they own in the Company, their Presidencies or Membership on the Boards of Directors of other Companies, as well as information on Executive Management of the Company. All Stakeholders are entitled to access to all relevant information.

In the event of newspapers or social media platforms circulate rumours about the Company, the Company has a Policy for Disclosures, which also includes a Policy for dealing with rumours if any.

In Articles (46), (49), and (53) of the Company's Articles of Association, the rights of minority Shareholders have been implicitly provided for:

- The Board of Directors may invite the Assembly to convene whenever the need arises, and shall call upon it whenever requested by the controller or a number of Shareholders representing not less than 10% of its capital.
- The General Assembly shall convene at an Extra-Ordinary Meeting upon the invitation of the Board, or upon a written request addressed to the Board by a number of Shareholders representing not less than one (1) quarter of the Company Shares.
- Decisions of the General Assembly issued in accordance with the Company's Articles of Association are binding for all Shareholders, including those who are absent from them, those who disagree with the opinion, or those who are disqualified or deficient.

### Shares Held by Major Shareholders

Name of Board Member	Country	Number of Shares	Percentage
Qatar Investment Authority	Qatar	1,705,933,087	53%
General Retirement & Social Insurance Authority	Qatar	407,680,690	13%
Abu Dhabi Investment Authority	UAE	320,319,940	10%
General Military Retirement and Social Insurance Authority	Qatar	62,102,883	2%

### Shares Held by Members of the Board

Name of Board Member	Country	Number of Shares	Beneficiary Name
General Retirement & Social Insurance Authority represented by H.E. Mr. Ahmed Ali Al Hamadi	Qatar	407,680,690	General Retirement & Social Insurance Authority
Qatar National Bank (QNB) represented by Mr. Abdulla Mubarak Al-Khalifa	Qatar	25,000,880	Qatar National Bank (QNB)
Wasit Trading Company represented by Sheikh Saoud Bin Nasser Al Thani	Qatar	58,770	Sheikh Saoud Bin Nasser Al Thani
Mr. Nasser Rashid Al-Humaidi	Qatar	5,000	Mr. Nasser Rashid Al-Humaidi
Dr. Nasser Marafih	Qatar	54,500	Dr. Nasser Marafih
H.E. Mr. Mohammed Nasser Al-Hajri	Qatar	5,000	H.E. Mr. Mohammed Nasser Al-Hajri

## 21. Dividend Policy

Profits are distributed upon recommendation by the Board of Directors and a decision of the General Assembly of the Company in compliance with Article (62) of the Articles of Association of the Company, and the Company's policy for distributing dividends, and in accordance with Article (36) of the Corporate Governance Code issued by the Qatar Financial Markets Authority (QFMA).

## 22. Shareholder Records

Subject to the provisions of Article (10) of the Company's Articles of Association, Article (159) of the Commercial Companies Law No. 11 for 2015 and its amendments in Law No. 8 for 2021, and Article (30) of the Corporate Governance Code issued by the Qatar Financial Markets Authority (QFMA) and at the direction of Qatar Stock Exchange (QSE), the Company keeps true, accurate, and up-to-date records of the Company's Shareholders via the central system for Shareholders, run by the Stock Exchange.

Any Shareholder or any related parties can look at the Shareholders' Register and obtain all relevant information.

The two (2) Tables below show the major Shareholders and Shares held by Members of the Board.

# CORPORATE GOVERNANCE REPORT

## 23. Fair Treatment of Shareholders and Voting Rights

According to the provisions of Article (16) of the Company's Articles of Association, which states that "each Share shall give its holder equal proprietary rights as other Shareholders, without any discrimination, in the Company's assets and equal rights to receive Dividends as herein-after provided", the Dividend will be distributed to the Shareholders.

According to the provisions of Article (33) of the Corporate Governance Code for Companies and Legal Entities Listed in the Main Market, Shareholders have the right to request the inclusion of certain issues in the Agenda of the General Assembly and to discuss these issues during the Meeting if the Board doesn't include them and the Assembly decides to do so.

The Company is also keen to choose the most appropriate place and time for holding the General Assembly and for the Company and is committed to use modern technology to communicate with Shareholders to facilitate the effective participation of the largest number of them in the General Assembly Meeting.

According to the provisions of Article (42) and Article (46) of the Company's Articles of Association, the Company makes sure to inform the Shareholders of the topics listed on the Agenda of the General Assembly and provides sufficient information through announcements in the Newspapers, the Qatar Stock Exchange (QSE) website and the Company's website to enable them to make their own decisions.

And according to Article (48) of the Company's Articles of Association, after the General Assembly, the Company discloses the results of the Meeting in a Press Release. As started in Article (42) of the Company's Articles of Association, Shareholders can view the Minutes of the General Assembly Meeting upon request.

According to the provisions of Article (43) of the Company's Articles of Association, each Shareholder has the right to attend the General Assembly, either Personally or by Proxy.

## 24. Employees of the Company

The Human Resources Policy adopted and applied by the Company is prepared in accordance with the provisions of the Labour Law No. 14 of 2004, and related Ministerial decisions which serve the interests of the Company and its Employees, and takes into account at the same time the principles of justice, equality, and nondiscrimination on the basis of gender, race, or religion.

Key functions of HR include recommending and developing necessary Training Plans and submit them for Board approval.

## 25. The Company's Achievements

In 2024, the Company achieved a number of key milestones, including:

1. For the third year in a row, Ooredoo Group reported record-high earnings that surpassed USD 1 billion in Normalised Net Profit, up 12% at QR 3.7 billion, with a revenue of QR 23.6 billion for FY 2024.
2. Ooredoo Group's total brand value stood at USD 3 billion and the company appeared in the ranking list for the eighth consecutive year. The Group maintained its Brand Strength Index, and its brand rating of AA+.
3. Fitch Ratings upgraded Ooredoo's long-term issuer default rating to 'A' from 'A-' and the company's standalone credit profile (SCP) to 'bbb+' from 'bbb'. The upgrade in SCP reflects the company's strong market position, expectations of very low leverage, and strong cash flow.
4. Moody's affirmed Ooredoo's A2 rating, driven by the company's leading position in Qatar's high-margin and resilient telecommunications sector, prudent development strategy and financial management, effective cash flow and strong credit metrics.
5. Mohammed Saif Al-Sowaidi, CEO of QIA, joined Ooredoo Group's Board of Directors.
6. Ahmed Ali Al-Hammadi, Director General of the General Retirement and Social Insurance Authority, joined Ooredoo Group's Board of Directors.
7. Ooredoo Group appointed Sheikh Nasser Bin Hamad Bin Nasser Al Thani as Group Regional CEO for the Middle East.
8. Ooredoo Qatar appointed Hicham Siblini as Chief Technology and Infrastructure Officer.
9. Ooredoo Group appointed Sunita Bottse as CEO for Mena Digital Hub.
10. Ooredoo Group became an NVIDIA Cloud Partner, leveraging NVIDIA's advanced full-stack AI platform to accelerate the Middle East's AI revolution and digital transformation.
11. Ooredoo Group raised over \$500 million via an oversubscribed international ten-year bond issue. Priced with a spread of 88 basis points over ten-year US treasuries marks the tightest spread achieved in Ooredoo's history. The bond issuance was 3.6 times oversubscribed, highlighting investor confidence in the company.
12. Ooredoo Group secured a QR 2 billion financing deal to accelerate the expansion of the company's AI and data centre business, the largest transaction ever achieved in Qatar's technology sector.
13. Ooredoo Group issued two new resolutions to enhance the company's corporate governance framework and revise the Board Charter, raising standards of transparency and reflecting international best practice.
14. Ooredoo Group held its inaugural Digital Ecosystem Conference, bringing together over 300 delegates to discuss the future of telecommunications, cybersecurity, and consumer protection.
15. Ooredoo Group signed an agreement with Alcatel Submarine Networks to build one of the largest international submarine cables in the GCC.
16. Ooredoo Group and the United Nations Development Programme (UNDP) announced a joint initiative to establish a policy framework to enhance digital transformation across the Arab states.
17. Ooredoo Kuwait made significant progress in 5G technology, deploying 5G standalone and Internet of Things (IoT) capabilities and launching Narrowband-IoT technology. Ooredoo Kuwait was the first telecommunications operator in the country to integrate Narrowband into its network, setting new standards for connectivity.
18. Ooredoo Maldives expanded its 5G network to cover 60% of the population, marking Ooredoo as the largest 5G network provider in the country.
19. Ooredoo Oman launched an innovative fintech solution, "walletii by Ooredoo". "Walletii by Ooredoo" is Oman's first mobile money app to offer a remittance marketplace, allowing users to choose from multiple providers to select the best rate for transactions.
20. Ooredoo Oman signed an agreement for the landing of the 2Africa subsea cable system, marking the most extensive subsea cable system landing in Oman to date. The 2Africa Cable System will be the largest subsea cable system in the world, impacting over three billion people and connecting 33 countries upon completion.
21. Despite operating under dual pressures of political instability and an economic downturn, Ooredoo Palestine continued to deliver humanitarian initiatives, offering free integrated bundles to residents to ensure continuous connectivity.

## 26. Parties Concerned

The Company has strict controls and deep-rooted regulations which govern its activities in going into deals or relationships with parties concerned. Also, the Company's Policy prohibits the Chairman and Members of the Board from making any deals for selling or buying the Company's Shares during the period specified by Qatar Stock Exchange (QSE), until the Company's financial results are disclosed to the public and it is confirmed none of the parties concerned has made any deals during ban periods during 2024.

There was no significant transactions with the related parties in the Company registry that required Shareholder approval as of 31 December 2024. In all cases, the transactions of related parties whether important transactions or else are disclosed in the Governance report which is prepared in compliance with Article (122) of Qatari Commercial Companies Law No. 11 for 2015 and its amendments in Law No. 8 for 2021, and Articles (56), (57) and (58) of the Articles of Association and Article (122) of QFMA code and Article (37) of the Corporate governance Code for Companies and Legal Entities listed in the main market issued by the Qatar Financial Markets Authority. It is also presented as part of the audited financial indicators framework towards the end of the year to endorse it in the Annual General Meeting. For more details, readers can refer to the audited consolidated financial statements at the end of the year ended 31 December 2024, which is presented at the end of the Annual Report and considered an integral part of this Corporate Governance Report.

Information on the deals with concerned parties can be obtained by referring to the note complementing the consolidated audited financial statements for the year ended on 31 December 2024.

## 27. Social Responsibility

Corporate Social Responsibility (CSR) focuses on ethical, social and environmental issues. Ooredoo is committed to ethical and legal standards in terms of practicing its activities and contributing to economic development and improving the quality of living conditions of the Company's Employees and their Families, as well as the local community and society as a whole. It also works to respond to the demands of stakeholders and the environment in which they operate.

Ooredoo believes that CSR is an investment in society. It works to engage Management and Employees in CSR activities. The Company is keen to invest in the local community in Qatar, as well as in the communities in which it operates.

As for the Social and Sporting Activities Support Fund DAAM, Ooredoo is bound by Law No. 13 of 2008 and its amendments in Law No. 8 of 2011, and the total amount paid reached QR 601,198 thousand and the amount due for payment is QR 28,060 thousand. More information on this is included in the audited financial results.

Based on our belief that Ooredoo can enrich customers' digital lives and stimulate human development, the company works hard to ensure that everyone in its Markets is able to take full advantage of our leading networks.

The Company is committed to the United Nations' Goals of Sustainable Development. Ooredoo supports those goals in a number of areas across many initiatives, including projects to eradicate extreme poverty, improve human life and work to create a healthier world in the future. Details of these initiatives can be found in the Social Responsibility section of the Ooredoo Annual Report 2024.

## 28. Board of Directors' Report on Internal Control Over Financial Reporting

The Board of Directors of Ooredoo O.P.S.C. ("Ooredoo") and its consolidated subsidiaries (together the "Group") is responsible for establishing and maintaining adequate Internal Control over Financial Reporting (ICOFR) based on the framework and the criteria established in Internal Control – Integrated Framework (2013), issued by the Committee of Sponsoring Organisations of the Treadway Commission ("COSO").

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 IFRS Accounting Standards. ICOFR includes controls over disclosures in the consolidated financial statements and procedures designed to prevent material misstatements.

The Board of Directors of the Group is responsible for the design and maintenance of adequate internal controls that when operating effectively would ensure the orderly and efficient conduct of its business, including:

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

We have conducted an evaluation of the **design and the operating effectiveness** of internal control over financial reporting, as of December 31, 2024, based on the framework and the criteria established in COSO.

We have covered all the significant business processes in our assessment of internal control over financial reporting as of December 31, 2024.

The Company's auditor, PricewaterhouseCoopers – Qatar Branch, have issued a reasonable assurance report on our assessment of ICOFR.

# CORPORATE GOVERNANCE REPORT

## Risks in Financial Reporting

The main risks in financial reporting are that either consolidated financial statements do not present a true and fair view due to inadvertent or intentional errors (fraud) or the publication of consolidated financial statements is not done on a timely basis. A lack of fair presentation arises when one or more consolidated financial statement amounts 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 and conducted an assessment of the effectiveness of the Group's internal control over financial reporting based on the COSO framework. COSO recommends the establishment of specific objectives to facilitate the design and evaluate adequacy of a control system.

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

The 5 (five) components and 17 (seventeen) basic principles are:

### • Control environment

1. The organisation demonstrates a commitment to integrity and ethical values.
2. The board of directors demonstrates independence from management and exercises oversight of the development and performance of internal control.
3. Management establishes, with board oversight, structures, reporting lines, and appropriate authorities and responsibilities in the pursuit of objectives.
4. The organisation demonstrates a commitment to attract, develop, and retain competent individuals in alignment with objectives.
5. The organisation holds individuals accountable for their internal control responsibilities in the pursuit of objectives.

### • Risk assessment

6. The organisation specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.
7. The organisation identifies risks to the achievement of its objectives across the entity and analyses risks as a basis for determining how the risks should be managed.
8. The organisation considers the potential for fraud in assessing risks to the achievement of objectives.
9. The organisation identifies and assesses changes that could significantly impact the system of internal control.

### • Control activities

10. The organisation selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.
11. The organisation selects and develops general control activities over technology to support the achievement of objectives.
12. The organisation deploys control activities through policies that establish what is expected and procedures that put policies into action.

### • Information and communication

13. The organisation obtains or generates and uses relevant, quality information to support the functioning of internal control.
14. The organisation internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.
15. The organisation communicates with external parties regarding matters affecting the functioning of internal control.

### • Monitoring

16. The organisation selects, develops, and performs ongoing and/or separate evaluations to ascertain whether the components of internal control are present and functioning.
17. The organisation evaluates and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior management and the board of directors, as appropriate.

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

As part of designing and establishing ICOFR, management has adopted and addressed 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.
- Presentation and disclosures – classification, disclosure and presentation of financial reporting is appropriate.

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

## Organisation of the Internal Control System

### Functions Involved in the System of Internal Control over Financial Reporting

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

### Controls to Minimise the Risk of Financial Reporting Misstatement

The system of ICOFR consists of a large number of internal controls and procedures aimed at minimising 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 preventive 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 IT general controls such as system access and deployment controls whereas a control with a direct impact could be, for example, a reconciliation which directly supports a balance sheet line item,
- feature automated and/or manual components. Automated controls are control functions embedded within system processes such as application enforced segregation of duty controls and interface checks over the completeness and accuracy of inputs. Manual internal controls are those operated by an individual or group of individuals such as authorisation of transactions.

## Measuring Design and Operating Effectiveness of Internal Control

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

- The risk of misstatement of the consolidated financial statement line items, considering such factors as materiality and the susceptibility of the particular consolidated financial statement item to misstatement.
- The susceptibility of identified controls to failure, considering such factors as the degree of automation, complexity, and risk of management override, competence of personnel and the level of judgment required.

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

In assessing suitability of design and operating effectiveness of ICOFR, we have determined significant processes as those processes in respect of which misstatement in the stream of transactions or related consolidated financial statements amounts, including those caused by fraud or error would reasonably be expected to impact the decisions of the users of consolidated financial statements.

The processes of the Group at 31 December 2024 that were determined as significant are:

1. entity level controls;
2. revenue and receivables;
3. procurement and payments;
4. treasury;
5. human resources and payroll;
6. financial investments;
7. property, plant and equipment;
8. intangible assets and goodwill;
9. general ledger and financial reporting;
10. tax;
11. technology and systems controls; and
12. operation costs.

As a result of the assessment of the design and operating effectiveness of ICOFR, the Board of Directors did not identify any material weaknesses and concluded that ICOFR was appropriately designed and operated effectively as of December 31, 2024.

# INDEPENDENT ASSURANCE'S REPORT



## Independent Assurance Report to the Shareholders of Ooredoo Q.P.S.C.

Report on Compliance with Qatar Financial Markets Authority's (QFMA's) law and related legislation, including the Governance Code for Companies & Legal Entities Listed on the Main Market Issued by the QFMA's Board pursuant to the QFMA's Decision No. (5) of 2016 as at 31 December 2024 ("QFMA's Requirements")

### Introduction

In accordance with the requirements of Article 24 of the Governance Code for Companies & Legal Entities Listed on the Main Market (the "Governance Code" or the "Code") issued by the Qatar Financial Markets Authority (QFMA) Board pursuant to Decision No. (5) of 2016, we have carried out a limited assurance engagement over the Board of Directors' assessment of compliance with the QFMA's Requirements, as included in the relevant sections of the Corporate Governance Report, of Ooredoo Q.P.S.C. (the "Company") and its subsidiaries (together the "Group") as at 31 December 2024.

### Responsibilities of the directors and those charged with governance

The Board of Directors of the Group are responsible for preparing the Board of Directors' assessment of compliance with the QFMA's Requirements, as included in the Corporate Governance Report, that covers at a minimum the requirements of Article 4 of the Code.

The Board of Directors are also responsible for ensuring the Group's compliance with the QFMA's law and relevant legislations and the Governance Code for Companies & Legal Entities Listed on the Main Market issued by the QFMA's Board pursuant to Decision No. (5) of 2016 and preparing the Board of Directors' assessment of compliance with QFMA's Requirements.

The Board of Directors are also responsible for identification of areas of non-compliance and related justifications, where mitigated.

These responsibilities include the design, implementation and maintenance of adequate internal financial controls that if operating effectively would ensure the orderly and efficient conduct of its business, including compliance with applicable laws and regulations.

### Responsibilities of the Assurance Practitioner

Our responsibilities are to issue a limited assurance conclusion on whether anything has come to our attention that causes us to believe that the Board of Directors' assessment of compliance with the QFMA's Requirements, as included in the Corporate Governance Report, do not present fairly, in all material respects, the Group's compliance with the QFMA's law and relevant legislations, including the Code, based on our limited assurance procedures.

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

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

A limited assurance engagement involves assessing the risks of material misstatement of the Board of Directors' assessment of compliance with the QFMA's Requirements, whether due to fraud or error and responding to the assessed risks as necessary in the circumstances. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. Accordingly, we do not express a reasonable assurance conclusion about whether the Board of Directors' assessment of compliance with the QFMA's Requirements, taken as a whole has been presented fairly, in all material respects, in accordance with the QFMA's law and relevant legislations, including the Code.

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

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

- made inquiries of management to obtain an understanding of the processes followed to identify the requirements of the QFMA law and relevant legislations, including the Code; the procedures adopted by management to comply with these Requirements and the methodology adopted by management to assess compliance with these requirements;
- considered the disclosures by comparing the contents of the Board of Directors' assessment of compliance with the QFMA's Requirements, against the requirements of Article 4 of the Code;
- agreed the relevant contents of the "Board of Directors' assessment of compliance with the QFMA's Requirements", to the underlying records maintained by the Group; and
- performed limited substantive testing on a selective basis, when deemed necessary, to assess the Board of Directors' assessment of compliance with the QFMA's Requirements, and observed evidences gathered by management; and assessed whether violations of the QFMA's Requirements, if any, have been disclosed by the Board of Directors, in all material respects.

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

### Our independence and quality control

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

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

### Inherent limitations

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

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the Board of Directors' assessment of compliance with the QFMA's Requirements, and the methods used for determining such information.

Because of the inherent limitations of internal controls over compliance with relevant laws and regulations, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected.

### Other information

The Board of Directors are responsible for the other information. The other information comprises the Corporate Governance Report (but does not include the "Board of Directors' assessment on compliance with the QFMA's Requirements"), which we obtained prior to the date of this assurance report.

Our conclusions on the "Board of Directors' assessment on compliance with the QFMA's Requirements" as included in the Corporate Governance Report do not cover the other information and we do not, and will not express any form of assurance conclusion thereon.

In connection with our assurance engagement on the "Board of Directors' assessment on compliance with the QFMA's Requirements" as included in the Corporate Governance Report, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with our knowledge obtained in the engagement, or otherwise appears to be materially misstated.

If we conclude that there is a material distortion of the other information we obtained prior to the date of this report, based on our actions, we are required to prepare a report. We have nothing to report in this regard.

### Conclusion

Based on our limited assurance procedures described in this report, nothing has come to our attention that causes us to believe that the Board of Directors' assessment on compliance with QFMA's Requirements, does not present fairly, in all material respects, the Group's compliance with the QFMA's law and relevant legislations, including the Code as at 31 December 2024.

For and on behalf of PricewaterhouseCoopers – Qatar Branch  
Qatar Financial Market Authority registration number 120155

**Mark Menton**  
Auditor's registration number 364  
Doha, State of Qatar

10 February 2025



# INDEPENDENT ASSURANCE'S REPORT



## Independent Assurance Report to the Shareholders of Ooredoo Q.P.S.C.

Report on the suitability of design and operating effectiveness of internal controls over financial reporting of significant processes as at 31 December 2024

### Introduction

In accordance with the requirements of Article 24 of the Governance Code for Companies & Legal Entities Listed on the Main Market (the "Governance Code" or the "Code") issued by the Qatar Financial Markets Authority (QFMA) Board, pursuant to Decision No. (5) for 2016, we have carried out a reasonable assurance engagement over the "Board of Directors' Report on Internal Controls over Financial Reporting" of Ooredoo Q.P.S.C. and its subsidiaries (together the "Group") as at 31 December 2024, based on the framework issued by the Committee Of Sponsoring Organisations of the Treadway Commission "COSO Framework".

### Responsibilities of the directors and those charged with governance

The Board of Directors of the Group are responsible for presenting the "Board of Directors' Report on Internal Controls over Financial Reporting", which includes:

- the Board of Directors' assessment of the suitability of design and operating effectiveness of internal controls over financial reporting;
- description of the identification of significant processes and internal controls over financial reporting; and
- assessment of the severity of design and operating effectiveness of control deficiencies, if any noted, and not remediated at 31 December 2024.

The assessment presented in the Annual Report will be based on the following elements included within the Risk Control Matrices provided by the Group's management:

- the control objectives; including identifying the risks that threaten the achievement of the control objectives; and
- designing and implementing controls to achieve the stated control objectives.

The Group's Board of Directors are also responsible for establishing and maintaining internal financial controls based the COSO framework.

These responsibilities include the design, implementation and maintenance of adequate internal financial controls that if operating effectively would ensure the orderly and efficient conduct of its business, including:

- adherence to Group's policies;
- the safeguarding of its assets;
- the prevention and detection of frauds and errors;
- the accuracy and completeness of the accounting records;
- the timely preparation of reliable financial information; and
- compliance with applicable laws and regulations.

### Responsibilities of the Assurance Practitioner

Our responsibilities are to express a reasonable assurance opinion based on our assurance procedures on the "Board of Directors' Report on Internal Controls over Financial Reporting of significant processes", based on the COSO framework.

We have conducted our engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements Other Than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board ('IAASB'). This standard requires that we plan and perform our procedures to obtain reasonable assurance on the Board of Directors' assessment of suitability of the design and operating effectiveness of the internal controls over financial reporting of significant processes, as presented in the "Board of Directors' Report on Internal Controls over Financial Reporting", presented in the Annual Report, in all material respects, to achieve the related control objectives stated in the description of the relevant processes by management, based on the COSO framework.

A process is considered significant if a misstatement due to fraud or error in the stream of transactions or consolidated financial statements amount would reasonably be expected to impact the decisions of the users of the consolidated financial statements. The processes that were determined as significant are:

1. entity level controls;
2. revenue and receivables;
3. procurement and payments;
4. treasury;
5. human resources and payroll;
6. financial investments;
7. property, plant and equipment;
8. intangible assets and goodwill;
9. general ledger and financial reporting;
10. tax;
11. technology and systems controls; and
12. operation costs.

An assurance engagement to express a reasonable assurance opinion on the "Board of Directors' Report on Internal Controls over Financial Reporting of significant processes" based on the COSO framework and as presented in the Annual Report involves performing procedures to obtain evidence about the fair presentation of the report. Our procedures on internal controls over financial reporting included:

- obtaining an understanding of internal controls over financial reporting for significant processes;
- assessing the risk that a material weakness exists; and
- testing and evaluating the design and operating effectiveness of internal control based on the assessed risk.

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

- Control Environment
- Risk Assessment
- Control Activities
- Information and Communication
- Monitoring Activities

The procedures selected depend on our judgement, including the assessment of the risks of material misstatement of the suitability of design and operation, whether due to fraud or error. Our procedures also included assessing the risks that the controls were not suitably designed or operating effectively to achieve the related control objectives stated in the "Board of Directors' Report on Internal Controls over Financial Reporting of significant processes". Our procedures included testing the operating effectiveness of those controls that we consider necessary to provide reasonable assurance that the related control objectives were achieved.

An assurance engagement of this type also includes evaluating Board of Directors' assessment of the suitability of the design and operating effectiveness of the controls over the control objectives stated therein. It further includes performing such other procedures as considered necessary in the circumstances.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the "Board of Directors' Report on Internal Controls over Financial Reporting of significant processes".

### Our independence and quality control

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

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

### Concept of internal controls over financial reporting

An entity's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of consolidated financial statements for external purposes in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IASB"). An entity's internal control over financial reporting includes those policies and procedures that:

1. pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the entity;
2. provide reasonable assurance that transactions are recorded as necessary to permit preparation of consolidated financial statements in accordance with the generally accepted accounting principles, and that receipts and expenditures of the entity are being made only in accordance with authorisations of the management of the entity; and
3. provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the entity's assets that could have a material effect on the consolidated financial statements.

### Inherent limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the "Board of Directors' Report on Internal Controls over Financial Reporting of significant processes" and the methods used for determining such information.

Because of the inherent limitations of internal controls over financial reporting, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal controls over financial reporting to future periods are subject to the risk that the internal control over financial reporting may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Furthermore, the controls activities designed and operated as of 31 December 2024 covered by our assurance report will not have retrospectively remedied any weaknesses or deficiencies that existed in relation to the internal controls over the financial reporting for significant processes prior to the date those controls were placed in operation.

### Other information

The Board of Directors are responsible for the other information. The other information comprise the Annual Report (but does not include the "Board of Directors' Report on Internal Controls over Financial Reporting"), which is expected to be made available to us after the date of this assurance report.

Our opinion on the "Board of Directors' Report on Internal Controls over Financial Reporting of significant processes", do not cover the other information and we do not, and will not express any form of assurance opinion thereon.

In connection with our assurance engagement on the "Board of Directors' Report on Internal Controls over Financial Reporting of significant processes", our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with our knowledge obtained in the engagement, or otherwise appears to be materially misstated.

If we conclude that there is a material distortion of the other information we obtained prior to the date of this report, based on our actions, we are required to prepare a report. We have nothing to report in this regard.

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

### Opinion

In our opinion, based on the results of our reasonable assurance procedures, the Board of Directors' assessment of the suitability of the design and the operating effectiveness of the Group's internal controls over financial reporting of significant processes, based on the COSO framework and as presented in the Board of Directors' Report, is presented fairly, in all material respects, as at 31 December 2024.

For and on behalf of PricewaterhouseCoopers – Qatar Branch  
Qatar Financial Market Authority registration number 120155

**Mark Menton**  
Auditor's registration number 364  
Doha, Qatar

10 February 2025

# FINANCIAL REVIEW

## EBIT\*

Amount in QR millions

**5,710**



## Earnings per share

Amount in QR

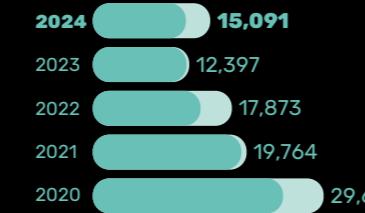
**1.07**



## Group debt\*

Amount in QR millions<sup>(Note F)</sup>

**15,091**



● Long Term ● Short Term

## Capital Expenditure & Capital Expenditure to Revenue (%)\*

Amount in QR millions<sup>(Note C)</sup>

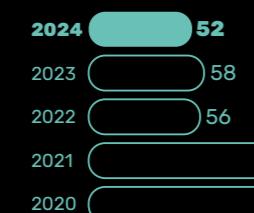
**3,178**



## Total customers

Number in millions

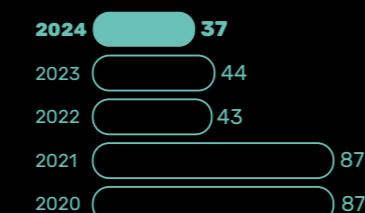
**52**



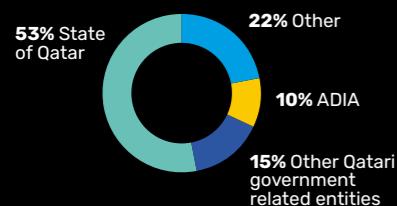
## Proportional customers\*

Number in millions<sup>(Note G)</sup>

**37**



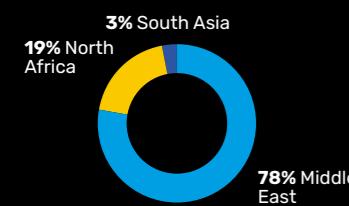
## Company ownership profile\*



## Share price performance



## Revenue by Region



\* 2021 and earlier years include Indosat Ooredoo.

## Operations

	2024	2023	% change 2023 to 2024	2022	% change 2022 to 2023	
Revenue	QR millions	<b>23,595</b>	23,164	<b>2%</b>	22,698	<b>2%</b>
EBITDA (Note A)	QR millions	<b>10,027</b>	9,717	<b>3%</b>	9,375	<b>4%</b>
EBITDA margin	Percentage	<b>42.5%</b>	41.9%		41.3%	
Net profit attributable to Ooredoo shareholders	QR millions	<b>3,436</b>	3,016	<b>14%</b>	2,360	<b>28%</b>
Earnings per share (EPS) – basic and diluted	QR	<b>1.07</b>	0.94		0.74	
Cash Dividend declared per share (Note B)	QR	<b>0.65</b>	0.55		0.43	
Capital expenditure (Note C)	QR millions	<b>3,178</b>	2,821	<b>13%</b>	2,729	<b>3%</b>
Employees	Number	<b>11,547</b>	12,604	<b>-8%</b>	12,389	<b>2%</b>

## Financial position

Total net assets	QR millions	<b>32,449</b>	30,574	<b>6%</b>	28,156	<b>9%</b>
Net debt (Note D)	QR millions	<b>4,216</b>	6,831	<b>-38%</b>	10,196	<b>-33%</b>
Net debt to EBITDA	Multiples	<b>0.4</b>	0.7		1.1	
Free cash flow (Note E)	QR millions	<b>6,849</b>	6,896	<b>-1%</b>	6,646	<b>4%</b>
Market capitalisation	QR millions	<b>36,997</b>	36,516	<b>1%</b>	29,469	<b>24%</b>

## Customers

Wireless postpaid (incl. wireless broadband)	Thousands	<b>6,062</b>	5,538	<b>9%</b>	5,402	<b>3%</b>
Wireless prepaid	Thousands	<b>44,797</b>	51,407	<b>-13%</b>	49,913	<b>3%</b>
Fixed line (incl. fixed wireless)	Thousands	<b>660</b>	645	<b>2%</b>	652	<b>-1%</b>
Total customers	Thousands	<b>51,519</b>	57,590	<b>-11%</b>	55,967	<b>3%</b>

Note A EBITDA = Revenue – Operating expenses\* + Share of results from associates and joint ventures.

\* Operating expenses = Network, interconnect and other operating expenses + Employee salaries and associated costs + Impairment loss provision on financial assets.

Note B Cash Dividend declared per share for 2024 represents proposed dividend.

Note C Capital expenditure does not include licence costs.

Note D Net debt = total loans and borrowings + contingent liabilities (letters of guarantee + letters of credit + lease liabilities + vendor financing) less cash (net of restricted cash and cash held below BBB+ rating).

Note E Free cash flow = EBITDA minus Capital expenditure.

Note F Short term debt includes debt with a maturity of less than twelve months.

Note G Proportional customers represent the customers for each operating company, multiplied by the effective stake in that operating company.



**ooredoo**