Annual Report 2021

Together we can

In the Name of Allah,
Most Gracious, Most Merciful

His Highness Sheikh Hamad bin Khalifa Al-Thani

The Father Amir

His Highness Sheikh Tamim bin Hamad Al-Thani

Amir of the State of Qatar

Annual Report 2021

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01 Executive Summary

STRATEGY

01

FROM OUR BOARD OF DIRECTORS

I am pleased to present Vodafone Qatar's financial results and business performance for the year ending on December 31st 2021 on behalf of its Board of Directors.

An Overview of Past Progress and Achievements

Vodafone Qatar started the year with significant investments to enhance and expand its various networks, which are now bigger and faster than ever before. These developments allowed us to better support all of our customers across Qatar, benefitting both consumers and businesses alike.

In 2021, Vodafone Qatar chose to adopt a new business philosophy stating that combining innovation with human capital has a significant role to play in overcoming challenges and transforming them into more opportunities that everyone can benefit from. In light of the status quo imposed by Covid-19, this new philosophy will undoubtedly play a constructive role in the Company's future endeavors.

Lastly, with the notable progress we made in the services and products offered to both our consumer and corporate clients, we now find ourselves in the right position to explore new horizons for supporting the various social segments and corporate sector of the State of Qatar, by proactively accelerating and promoting the process of Digital Transformation. Overall, 2022 is set to be a very productive year for both our Company and the state of Qatar as a whole.

Financials

The Company reported an annual Net Profit of QR 327 million, a 76.9% (or QR 142 million) increase compared to the previous year mainly driven by EBITDA growth, despite the impact of COVID-19.

Total revenue for the year increased by 14.8% year-on-year to reach QR 2.5 billion due to continued growth in the Company's postpaid, fixed broadband services (GigaHome), managed services and equipment and related services. Service Revenue grew by 10.4% to QR 2.2 billion. Vodafone Qatar is now serving 1.9 million mobile customers representing a growth of 16.3% comparing to last year.

EBITDA surpassed QR 1 billion reflecting strong growth of QR 223 million or 27.5% compared to last year, positively impacted by the higher service revenue and the continued cost optimisation programme. Consequently, EBITDA Margin improved by 4.1 percentage points to reach 40.8%.

Based on Vodafone Qatar's commitment to enhance shareholder value and the strong financial performance, the Board of Directors have recommended the distribution of a cash dividend of 6% of the nominal share value, i.e. QR 0.06 per share, which will be presented at the Company's next Annual General Assembly for approval.

Appreciation

On behalf of our board of directors, I would like to extend my greatest and sincerest expressions of gratitude to His Royal Highness Sheikh Tamim bin Hamad Al-Thani, the most venerable Emir of Qatar, as well as for His Royal Highness the Father Emir Sheikh Hamad bin Khalifa Al-Thani.

The Board of Directors would also like to express its gratitude and appreciation for the constant support provided by the regulatory authorities and governmental bodies of Qatar, especially the Communications Regulatory Authority, the Ministry of Communications and Information Technology, the Ministry of Commerce and Industry, the Qatar Financial Markets Authority and Qatar Stock Exchange.

We would also like to thank our Executive Management team for their exceptional leadership, and our employees, for their relentless efforts, unfaltering loyalty, and constant commitment to performing their duties and providing our clients with customer service of the highest quality.

Lastly, we cannot overstate how thankful and grateful we are to our customers and shareholders for their unwavering trust in Vodafone Qatar.

Abdulla Bin Nasser Al-Misnad
Chairman of the Board of Directors

01

FROM OUR MANAGING DIRECTOR

2021 was an incredible year for Vodafone Qatar. We continued moving towards our ambitious goals at a rapid pace due to the clarity of our vision, and by relying on the innovation that lies at the heart of our business.

Last year, our offering to both consumers and businesses continued to evolve. Our 5G network is at its most robust and extensive yet and this, as part of our work to develop Qatar's national digital infrastructure, is continuously opening up opportunities to embrace and deploy other emerging technologies. The Internet of Things (IoT) and Augmented Reality (AR), for example, are constantly unlocking swathes of applications across smart city, industrial, transport and smart home settings, to name a few.

Our latest solutions, including Push-To-Talk Plus and IoT Fleet Management, both of which were launched last year, are good examples of how we are empowering our customers to leverage these technologies to achieve their own business goals and take advantage of unrivalled connectivity experiences, at both work and in their everyday lives.

The use of these technologies will, in turn, drive digital transformation across the entire country, and in 2022 we will continue on our journey from being a communications service provider to being an active player in the broader technology industry.

It was also great to see some industry recognition of our efforts in 2021. We are incredibly proud of the two MMA Smarties MENA awards that were awarded for our 5G campaigns, and the ranking of Vodafone as among the 10 Best Workplaces in Qatar by Linkedin is testament not only to our fantastic team, but also the culture which we have all worked so hard to create and sustain.

I want to thank our Board, shareholders, employees and customers for their trust in Vodafone and continued support.

Mr. Rashid Fahad Al Naimi
Managing Director

01

FROM OUR CHIEF EXECUTIVE OFFICER

Esteemed Shareholders,

2021 was yet another year full of many changes and variables, during which we witnessed the world quickly transform and move into unfamiliar territory. This had a tremendous impact on our way of life as well as our goals, fears, hopes and ambitions. And yet, in spite all uncertainties, we continued to press onward and found new ways to navigate this new global paradigm. As such, many innovations that would have taken several years to realize were achieved in a matter of a few weeks. Faced with great challenges, we managed to build new skills that allowed us to quickly adapt to new developments and discovered new ways of communicating, thinking, working and learning. None of this would have been possible without the technologies that we currently have at our disposal.

Going through the past year, we moved away from “individual” achievements to focus on “collective” achievements instead. We reset our focus on the role of the human element in the processes of innovation and creativity, and in facing the challenges presented by an ever-changing world, instead of purely relying on technology. The efforts we made in cooperation with our partners have proven that, together, we can build a sustainable and prosperous future for all residents and citizens of Qatar.

Business Performance

The Vodafone Qatar Strategy “Digital 2023” that we began to implement in 2018 is still in force to this day, and its effectiveness can be seen through the trend of constant growth that we have achieved in the past year. Our revenue has increased by 14.8% to reach a total of QR 2.5 billion. Our EBITDA margin increased by 4.1 percentage points to reach 40.8%, and we have achieved a net profit increase rate of 76.9% for a total of QR 327 million. As for our customer base, it reached a total of 1.9 million mobile customers by the end of the year, and we currently own 25.3% of Qatar’s total market share (12 consecutive months and based on the results of Q4 of 2021).

We managed to achieve this growth in spite of the countless challenges that the Telecom sector was facing globally, and locally. We look forward to the future and continue to focus on applying our strategy, as we are certain that we can continue to achieve more growth for our shareholders.

Enhancing our World Class Network

Since 2018, Vodafone Qatar has invested more than QR 1.5 billion in the development and improvement of its advanced GigaNet Network. During this time, the number of Vodafone Qatar’s main internal and external wireless access stations in Qatar increased by 47%. Users can gain access to the network in more areas around Qatar than ever before, and enjoy a higher quality of data transfer and calls, as the volume of data transferred through the internet has grown five times greater, and data transfer speeds have increased by 300%.

This year, Vodafone Qatar continued to be a pioneer in 5G network deployment - the next generation of broadband cellular networks which offer greater speeds, improved capacities and lower latencies - as 70% of Qatari citizens can now access Vodafone Qatar’s 5G network.

Furthermore, Vodafone Qatar continued to expand its Fiber Optic infrastructure, doubling the number of homes and companies that can benefit from the service across many regions. We continued to enhance our networks in spite of the repercussions of the COVID-19 pandemic, to support the country and its citizens during these trying times.

As for the business sector, we expanded the coverage through a set of automated services and smart solutions including Internet of Things (IoT) technologies, which assist in running smart cities, and benefit various sectors such as industry, transport and logistical services.

Together We Can

This year, Vodafone Qatar revealed its newest brand positioning by changing its slogan to “Together We Can”. This new brand positioning statement revolves around combining technology with the human spirit to provide better opportunities and overcome social challenges.

This slogan is a part of our strategic vision to go from a communications service provider to an active player in the Technological sector as a whole, setting a new goal of enhancing our progress in an increasingly digitized world.

The “Together We Can” slogan reflects Vodafone Qatar’s commitment to Qatar by overcoming all the challenges that were being faced locally and globally in the past few years, notwithstanding the Company’s support for Qatar Vision 2030. By investing in our core infrastructure such as our wireless and fiber networks, and by launching initiatives to expand our products to include IoT and Automated Services, we managed to build partnerships with key parties and stakeholders from various sectors to bring about tangible changes in sustainability, sports and innovation.

Sustainability

Vodafone Qatar is still firmly committed to supporting sustainability causes, since the Company holds a steadfast belief that it is important to preserve the planet for future generations. Our green partnerships and initiatives are ample proof of this fact, as we continue to provide the means and technologies necessary for the development of innovative solutions which can reshape the future.

This includes our green solutions for the Msheireb smart city project, as Doha’s downtown was equipped with a high speed 5G network, and our IoT SIMs which connects KAHRAMAA’s smart meter network so that clients may take more accurate and well-informed energy consumption decisions. Vodafone Qatar also contributes to the development of sustainable and efficient transportation in Qatar, where our Internet of Things have been used in smart zero emission scooters and smart vehicles in Qatar Foundation.

Sports

Vodafone Qatar believes in the importance of utilizing technology and innovation in the sports sector to foster a healthier society and improve how we experience and participate in sports-related activities. We establish partnerships with major sports actors in Qatar and contribute to the improvement of the health care system digitally through our health technology solutions.

One of the greatest contributions we made this year was our sponsorship of several championships such as the Padel championships by enabling fans to follow up on the matches, wherever they were. We continued to build a strong relationship with the Qatar Olympic Committee by sponsoring their events and providing call services for their championships, including the Qatar Olympic Committee Beach Games, Diamond League Doha, and the Esports Tournament 2021.

Innovation

We are aware that SME and entrepreneurs are key pillars of the Qatari society. This year, Vodafone Qatar continued to provide its support to these aforementioned pillars, be it through guidance and training by means of specific programs such as “Sanad” or by providing them with state-of-the-art IoT technologies that can revolutionize the way they conduct their business. In general, we aim to assist these companies to become more efficient in order to promote digital transformation in Qatar.

In 2021, we created new corporate solutions including Push-to-Talk Plus from Vodafone Qatar that allows for instant voice and video calls among team members within any part of the country, IoT-supported fleet management solutions that allow companies to manage fleets and drivers by assigning tasks, optimizing vehicle paths and generating regular reports, and software-defined networking from Vodafone Qatar, which allows companies to manage the traffic of data going through their networks. These are but a few of Vodafone Qatar’s many exceptional solutions.

Our technologies allow for greater operational capacities, superior future predictability, and constitute an effective and cost-efficient smart network that can support digital transformation efforts and increase the ability of companies to respond to changes in customer and market demands.

Investment in Young Talent

Vodafone Qatar is fully aware of the importance of honing the skills of the youth who wish to build their careers in the field of communications. They constitute the next generation of leaders who can invest in the growth and development of the sector.

We are extremely proud of the contributions we made to this CSR objective, by helping the Qatari youth learn the ins-and-outs of the profession, adopt new methods of thinking, develop their technical capabilities and improve their cognitive capacities. Our internal training programs and professional communications management training courses are considered to be part of our commitment to supporting Qatar Vision 2030 in its goal to create an economy built on sustainable knowledge.

Closing Statement

I would like to thank our Board of Directors for their continued support, and our shareholders and clients for their trust in Vodafone Qatar and their support for our business which aims to put advanced technologies in the hands of consumers and companies alike, ultimately promoting the digital transformation of our country. I also wish to thank all of our team members for their unwavering dedication to their work, and for upholding this vital cause as we approach 2022, which will undoubtedly be a monumental year in Qatar’s history.

Kindly accept our utmost respects,

Hamad Abdulla Al-Thani
Chief Executive Officer

01

WHO WE ARE

Vodafone Qatar offers a comprehensive range of services that include voice, messaging, data, fixed communications, Internet of Things, and ICT managed services for both consumers and businesses in Qatar. The Company began commercial operations in 2009 and is serving 1.9 million mobile customers as of 31 December 2021.

A key driver of innovation in the telecommunications market, Vodafone Qatar is leading the way as one of the first operators in the world to go live with commercial 5G services and provide customers with a suite of 5G products and services. This monumental achievement comes as a result of the Company's rapid progress in rolling out its 5G network across the country since August 2018.

Vodafone Qatar is also accelerating the growth of its fixed network infrastructure and providing the technological backbone and communications ecosystem for many of Qatar's most recent iconic developments.

With a strong commitment to developing the digital infrastructure that will contribute towards establishing Qatar's long-term growth and prosperity while also enhancing the quality of life of its citizens, Vodafone Qatar's relationship with the community it operates in extends well beyond the products and services it provides. Over the years, the Company's social investments have been aligned with its purpose of connecting the people of Qatar and supporting them in their journey towards a better future, by building a digital technology-based society that focuses on promoting socioeconomic progress, fosters inclusivity, and prioritizes the safety and sustainability of the planet and the environment.

With over 28,000 institutional and retail shareholders, Vodafone Qatar is 92% Qatari-owned. This figure includes the 45% of shares owned by Vodafone and the Qatar Foundation LLC. As a member of the Qatar Stock Exchange, Vodafone Qatar has a paid-up capital of QR 4.227 billion.

The Company's vision for the future is deeply rooted in its mission to connect today's ideas with the technologies of tomorrow, by pioneering digital innovation and aspiring to become Qatar's first choice for telecoms and digital services. Vodafone Qatar lives up to its slogan 'Together We Can' – the integrated campaign demonstrates how the partnership between technology and the human spirit can turn societal challenges into achievements.

01

VODAFONE QATAR'S HISTORIC MILESTONES

2007

- Vodafone and the Qatar Foundation Consortium are named as the successful applicant in the auction for the second mobile license in the State of Qatar

2008

- The Vodafone and Qatar Foundation Consortium announced as the winning applicant of the Second Public Fixed Networks and Services Licence in the State of Qatar

2009

- Vodafone Qatar Switches on its mobile network
- Vodafone Qatar's IPO opens and raises $1 billion, making it the largest IPO in the world during the subscription period in 2009
- Vodafone Qatar is listed on the Qatar Stock Exchange
- Vodafone Qatar opens its first retail store at the Landmark Mall

2010

- Vodafone Qatar receives its Fixed Services License
- Vodafone Qatar opens its first handset service centre
- Vodafone Qatar mobile customer base reaches 500,000

2011

- Vodafone Qatar launches Machine to Machine Business Services
- Vodafone Qatar named 'Best Call Centre' at the Middle East Call Centre Awards

2012

Fibre

- Vodafone Qatar launches fibre-based consumer and enterprise fixed-line services commercially
- Vodafone Qatar introduces the country's first smart recharge card
- Vodafone Qatar expands its retail footprint to reach 22 outlets

2013

- Vodafone Qatar achieves 1 million customers milestone
- The Vodafone Qatar Passport Pack is introduced for the country's best roaming rates
- Vodafone Qatar becomes the first company in Qatar to offer Secure Device Management to help businesses better protect their company data

2014

4G

- Vodafone Qatar launches 4G services and the first 4G service while roaming
- Vodafone Qatar is the first certified company in Qatar and the first telecom company in the world to obtain the ISO 27001:2013

2015

- Vodafone Qatar launches its 4G+ network
- Vodafone Qatar named 'Best Telecom Company' at the Arabian Business Awards

2016

- The power of the Vodafone international network comes to Qatar with the launch of the Vodafone Global IoT Platform
- Vodafone Qatar commences deployment of hybrid power systems across their sites to reduce its carbon footprint

2017

- Qatar Rail signs MoU with Vodafone Qatar to provide Doha Metro's Green and Gold Lines with world-class telecommunications services
- Vodafone Qatar is re-certified the prestigious ISO 27001:2013, demonstrating the strength of the company's information security management systems and operations.
- Vodafone Qatar launches its fleet management service

2018

5G

- The Board of Vodafone Qatar announces a number of company changes that re-sets it for the future including the sale of Vodafone Group's equity stake, the extension of its mobile license, and a capital reduction to extinguish the historical losses and deliver long term growth potential
- Vodafone Qatar launches its 5G Network
- Vodafone Qatar pioneers e-SIM technology in the region

2019

GigaNet

- Vodafone Qatar re-brands its world-class network technology (4G+, 5G & Fibre) to GigaNet.
- Vodafone Qatar launches GigaHome in continuation of their leadership in innovative digital solutions for the home.
- Vodafone Qatar GigaTV launches for premium entertainment for the entire family
- Vodafone Qatar unveils reach of its 5G network to cover more than %70 of the capital city Doha and launches the country's first 5G plans.
- Vodafone Qatar launches first Narrowband-IoT (NB-IoT) Network nationwide
- Vodafone Qatar breaks new boundaries with the Region's first 5G holographic call
- Vodafone Qatar is the first in the country to offer 5G roaming

2020

- Vodafone Qatar launches VoLTE – or Voice over LTE – enabling simultaneous use of voice and data over the 4G+ network
- Vodafone Qatar's fibre footprint reaches more than 25 key areas across the country
- Vodafone Qatar's fully managed Wi-Fi service adopted by Qatar Rail to provide passengers on the Doha Metro with public Wi-Fi access in all stations and onboard the trains.
- Qatar General Electricity & Water Corporation (KAHRAMAA) and Vodafone Qatar partner to roll out 600,000 smart meters powered by the Internet of Things nationwide.
- Vodafone Qatar and Qatar National Tourism Council sign a Memorandum of Understanding for the implementation of Vodafone's Big Data & Advanced Analytics solution to accelerate the country's goal of being a world-class tourist destination.

2021

- Together We Can Rebrand
- Vodafone Qatar launches Push-To-Talk Plus for instant voice, video and text communication
- Vodafone Qatar unveils an enhanced GigaNet network
- Vodafone Qatar launches an enhanced IoT Fleet Management Solution
- Vodafone Qatar wins two awards at MMA Smarties MENA 2020
- Vodafone Qatar introduces Labeeb, one of the first AI powered chatbots in Qatar
- Vodafone Qatar listed among the 10 Best Workplaces in Qatar by Linkedin

Inclusion of All

“We are committed to developing a diverse and inclusive workforce that reflects the customers and societies we serve.”

02 Corporate Governance Report

INTEGRITY

CORPORATE GOVERNANCE REPORT FOR THE FINANCIAL YEAR ENDED ON DECEMBER 31st 2021

Introduction

Dear Shareholders,

I am pleased to present the Vodafone Qatar P.Q.S.C. ("Vodafone Qatar" or the "Company") Corporate Governance Report for the financial year ended on December 31st 2021. The Corporate Governance Report is intended to provide shareholders with a summary of the Company's governance policies and practices and an overview of how the Company has adhered to the main principles and requirements of the Qatar Financial Markets Authority ("QFMA") and in particular, the Governance Code for Companies and Legal Entities listed on the Main Market, issued by QFMA Board Decision No. (5) of 2016 (the "QFMA Corporate Governance Code").

The Board of Directors of the Company (the "Board") is committed to maintaining high standards of corporate governance aligned with the needs of the company and the interests of all our stakeholders, and ensuring that values, attitudes and behaviors are consistent across the business. The Board believes that effective and robust corporate governance is essential to protecting shareholder value, delivering sustainable growth and ensuring that the Company operates in a responsible and transparent manner.

Over the past year, the Board has continued to evolve its corporate governance framework to ensure that the highest standards and best practices of corporate governance are applied across all business functions and operations and, in particular, to continue to implement the requirements of the QFMA Corporate Governance Code to ensure transparency and to maintain investors' trust. At Vodafone Qatar, there is an expectation for all Board members, Executive Management members, leadership team members, staff and suppliers to act with honesty, integrity and fairness in all of their dealings and to demonstrate the principles of transparency, responsibility, justice and equality as set out in the QFMA Corporate Governance Code.

The Board acknowledges its responsibility to oversee the management of the Company and we are confident that the Board and the Executive Management team of Vodafone Qatar have appropriate and sufficiently robust governance policies and procedures in place to ensure that the Company operates in the best interests of its shareholders.

Abdulla Bin Nasser Al Misnad
Chairman

Corporate Governance at Vodafone Qatar and Compliance with the applicable QFMA laws and relevant legislations including the QFMA Corporate Governance Code

Vodafone Qatar has not been subject to any sanctions or financial penalties imposed by the QFMA in 2021 for non-compliance with any provisions of the QFMA laws and relevant legislations including the QMFA Corporate Governance Code. Vodafone Qatar highlights in this report any specific areas of non-compliance with particular provisions of the QFMA laws and relevant legislations including the QFMA Corporate Governance Code, including the reasons for any such non-compliance and the steps taken, or proposed to be taken, by the Board of the Company to ensure compliance in the future. Vodafone Qatar confirms that there is no material non-compliance with the provisions of the applicable QFMA laws and relevant legislations including the QFMA Corporate Governance Code.

Board of Directors

Role of the Board of Directors

The Board is responsible for approving the overall business strategy of Vodafone Qatar and for ensuring that a high standard of governance is adhered to throughout the business. The Board:

(a) has ultimate responsibility for the management, direction and performance of Vodafone Qatar;

(b) is required to exercise sound and objective judgement on all corporate matters independent from executive management;

(c) is accountable to shareholders for the proper conduction of business; and

(d) is responsible for ensuring the effectiveness of, and the reporting on, the Company's system of corporate governance.

Vodafone Qatar's Board Charter (which complies with Article (8) of the QFMA Corporate Governance Code) provides more details of the Board's duties, functions and responsibilities as well as the obligations of individual Board members is available online (www.vodafone.qa).

Board Composition

The Company's Board of Directors was elected by the Annual General Assembly of shareholders held on 4 March 2019 for a maximum term of three (3) years commencing from the date of the AGA. The next Board of Directors election will take place before end of April 2022. The current Board of Directors as of 31 December 2021 comprises seven (7) members as detailed below.

Name	Position	Original Date Elected / Appointed (Full Board re-elected on 4 March 2019)	Representing
H.E. Mr. Abdulla Bin Nasser Al Misnad	Chairman Independent Non-Executive	25/07/2016	All shareholders
H.E. Mr. Akbar Al Baker	Vice-Chairman Independent Non-Executive	25/07/2016	All shareholders
Mr. Rashid Fahad Al-Naimi	Non-Independent Executive (Managing Director)	23/06/2008	Vodafone and Qatar Foundation LLC
H.E. Sheikh Hamad Bin Faisal Thani Jassim Al-Thani	Independent Non-Executive	29/03/2018	All shareholders
H.E. Sheikh Saoud Abdul Rahman H.A Al-Thani	Non-Independent Non-Executive	29/03/2018	Vodafone and Qatar Foundation LLC
Mr. Nasser Jaralla Al-Marri	Non-Independent Non-Executive	25/07/2016	Vodafone and Qatar Foundation LLC
Mr. Nasser Hassan Al-Naimi	Non-Independent Non-Executive	07/11/2016	Vodafone and Qatar Foundation LLC

The members of the Board of Directors are qualified with sufficient knowledge and satisfy the conditions for Board membership as set out in Article (5) of the QFMA Corporate Governance Code. In compliance with Article (6) of the QFMA Corporate Governance Code, a third of the Board is composed of independent members and the majority is composed of non-executive Board members.

The Commercial Companies law No (11) of 2015 (the "Commercial Companies Law") exempts independent Board members and representatives of the Government entities from the provision of submitting guarantee shares for their membership.

In Vodafone Qatar, three (3) of the Company's Board members are independent and four (4) of them are appointed by Vodafone and Qatar Foundation LLC wholly owned by Qatar Foundation for Education, Science and Community Development.

Biography of Board Members

H.E. Mr. Abdulla Bin Nasser Al Misnad

Number of shares held directly in Vodafone Qatar as of 31 December 2021: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2021: 6,060,000 shares

Mr. Abdulla Al Misnad is the Chairman of the Al Misnad Company having its roots in the private sector business since the 1950's.

Mr. Abdulla Al Misnad is a prominent and active businessman in Qatar who is the Founder and Chairman of the Board of Qatari Investors Group, a publicly listed share holding company.

The following are some of the positions presently held by Mr. Al Misnad:

- Al Misnad LLC – Chairman
- Qatari Investors Group – Chairman
- Masraf Al Rayan – Board Member

H.E. Mr. Akbar Al Baker

Number of shares held directly in Vodafone Qatar as of 31 December 2021: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2021: 0 shares

As Qatar Airways Group's CEO, His Excellency Mr. Akbar Al Baker, is one of the most recognisable figures in the global aviation industry. His vision and commitment enabled the ground-breaking development of Qatar Airways from a small regional carrier into one of the world's leading global airlines in the span of just 25 years, most recently steering the airline through the COVID-19 pandemic where it became the largest carrier in the world.

H.E. Mr. Al Baker is a successful businessman in Doha and beyond, serving as CEO of several divisions of Qatar's national airline – including Qatar Executive, Hamad International Airport, Qatar Aviation Services, Qatar Aircraft Catering Company, Qatar Distribution Company, Qatar Duty Free and Internal Media Services, to name a few.

In 2019, H.E. Mr. Al Baker was also appointed Secretary-General of Qatar's National Tourism Council, now Qatar Tourism – where he serves as Chairman. H.E. Mr. Al Baker is also the Chairman of the Governing Board of the oneworld® Alliance, a member of the Board of Governors of the International Air Transport Association (IATA) since 2012 where he served as Chairman (2018 – 2019), and a member of the Executive Committee of the Arab Air Carriers Organisation (AACO) since 2011 where he also served as Chairman (2013-2016).

Born in Doha, he holds a private pilot license, is a graduate in Economics and Commerce and worked at various levels in the Civil Aviation Directorate before being tasked with creating the world's best airline in 1997, now evident through its award-winning track record including being the only airline to have been awarded the coveted "Skytrax Airline of the Year" title six times.

Education

- BA, Economics and Commerce

Biography of Board Members

Mr. Rashid Fahad Al-Naimi

Number of shares held directly in Vodafone Qatar as of 31 December 2021: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2021: 600,000 shares

As the CEO of QF Endowment – a wholly owned subsidiary of Qatar Foundation for Education, Science and Community Development, Mr. Rashid Al-Naimi is responsible for investment portfolios and long-term investment policies. He is the residing Chairman of Siemens Energy and Mater Olbia Hospital, Managing Director of Vodafone Qatar and a Board Member representing Qatar Foundation across a number of companies, including Vodafone Qatar and Siemens Qatar.

Mr. Al-Naimi has an outstanding record of delivering successful restructurings that continuously improve shareholder value. In 2015, he was honoured by the Arab Economic Forum with the "Achievement in Leadership Award". Prior to joining the Qatar Foundation, Mr. Al-Naimi was the Manager of Human Resources for RasGas Company Limited.

Education

- MBA – University of Oxford (United Kingdom)
- BSc, Economics – Indiana State University (United States)

H.E. Sheikh Hamad Bin Faisal Thani Jassim Al-Thani

Number of shares held directly in Vodafone Qatar as of 31 December 2021: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2021: 0 shares

Sheikh Hamad Bin Faisal Al Thani is widely known in the region and regarded as one of Qatar's most influential business figures. In addition to his post as Board member of Vodafone Qatar, Sheikh Hamad currently holds the following positions:

- Vice Chairman and Chairman of Board Executive Committee – Masraf Al Rayan
- Vice Chairman - Qatari Investors Group
- Board Member - Qatari Businessmen Association
- Board Member - Qatar Insurance Company (QIC)
- Board member - Free Zone Authority

Previously, he was the Minister of Economy and Commerce of Qatar and the Vice Chairman of Qatar National Bank (QNB). Other senior roles include Chairman of Qatar General Organization for Standard and Metrology, member of Supreme Council for Economic Affairs and Investment, Director of Customs Department and Heir Apparent Office, Diwan Al Amiri.

Education:

- Bachelor, Political Science

H.E. Sheikh Saoud Abdul Rahman Hassan Al-Thani

Number of shares held directly in Vodafone Qatar as of 31 December 2021: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2021: 0 shares

In addition to his post as Board member of Vodafone Qatar, Sheikh Saoud Al-Thani currently holds the position of Chairman of Gulf Bridge International Inc., a company registered and incorporated in the British Virgin Islands (BVI). He is also the Vice-Chairman and Managing Director of Qatar Solar Technologies (QSTec), a polysilicon manufacturing company headquartered in Doha, Qatar.

Sheikh Saoud is an oil and gas engineer whose energy career has spanned over 20 years, with more than 10 of these years in senior leadership roles around the world. Previously he was Chairman of Qatar Fuels (WOQOD) and Executive Director of Gas and Power for Qatar Petroleum International. Sheikh Al-Thani has an outstanding record in optimizing organizations, teams and investments to create new opportunities that increase shareholder value.

Sheikh Saoud is a regular keynote speaker at energy conferences around the world and has led numerous international Qatari delegations on different Governments international conferences and meetings. He is a firm believer in the value of continuing education and research, and is passionate about enabling people and organizations to maximize their full potential.

Education:

- BSc, Petroleum Engineering – King Fahd University of Petroleum and Minerals (Saudi Arabia)
- Executive MBA – Henley Business School, University of Reading (United Kingdom)

Mr. Nasser Jaralla Al-Marri

Number of shares held directly in Vodafone Qatar as of 31 December 2021: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2021: 0 shares

Mr. Nasser Jaralla Al Marri has served as Chairman of the Financial Affairs Authority at the General Headquarters of the Qatar Armed Forces/ Ministry of Defence since 2016, after spending many years in leading roles across the government such as Chief Financial Officer of Marafeq Qatar/ Qatari Diar, Director of Business Development and Investment Promotion in the Ministry of Economy and Commerce, and Director of Administration and Finance in the Ministry of Economy & Commerce.

Other roles he occupied include serving as an Administration and Finance Director for the Qatar National Food Security Programme and National Human Rights Committee. He was Vice Chairman of Qatar Steel International Company and a Board Member of Qatar Mining Company. Today, Mr. Al Marri serves as a Board Member of Masraf Al Rayan Bank and United Development Company (UDC).

Education

- MSc, Financial Science and Accounting – Southampton University (United Kingdom)
- BA, Accounting – Qatar University (Qatar)

Mr. Nasser Hassan Al-Naimi

Number of shares held directly in Vodafone Qatar as of 31 December 2021: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2021: 0 shares

Mr. Nasser Hassan Al-Naimi is currently the President and Executive Board Member of Barzan Holdings, a company established and fully-owned by the Qatar Ministry of Defence to strengthen Qatar's sovereignty and support the long-term development of R&D, knowledge transfer, human capital and empowering the military capabilities of the Qatari Armed Forces.

Mr. Al-Naimi joined the Ministry of Defence, MoD, as an Officer in 2013 and shortly afterwards was promoted to Head for the Local Investment Division until 2016 when he was appointed as Chief of Investment Office for the Qatar Armed Forced, QAF, a position that he still holds until this day.

Education

- MA , Strategic Management – Plymouth University (United Kingdom)
- BSc, Business Management– Plymouth University (United Kingdom)

Combination of Positions

Each Board member has provided the renewed annual written acknowledgment to the Company Secretary confirming that he does not and shall not combine board membership positions in a manner that would breach the requirements of the QFMA Corporate Governance Code.

Board Meetings

Article 36 of Vodafone Qatar's Articles of Association requires the Board of Directors to meet at least six (6) times per year and that no more than three (3) months shall go by without the Board holding a meeting. This is in line with the requirement set out under Article (14) of the QFMA Corporate Governance Code.

Vodafone Qatar held a total of six (6) meetings during the financial year ended on December 31st 2021, as indicated in the table below.

Board Members / Dates of Board Meeting	Attendance					
	2 February 2021 (Approval of Year-End financial results)	25 April 2021 (Approval of first quarter financial results)	6 June 2021 (Business update)	14 July 2021 (Approval of second quarter financial results)	14 October 2021 (Approval of third quarter financial results)	7 December 2021 (Approval of 2022 Budget)
H.E. Mr. Abdulla Bin Nasser Al Misnad	√	√	√	√	√	√
H.E. Mr. Akbar Al Baker	X	√	√	√	√	√
Mr. Rashid Fahad Al-Naimi	√	√	√	√	√	√
H.E. Sheikh Hamad Bin Faisal Thani Jassim Al-Thani	√	√	√	√	√	√
H.E. Sheikh Saoud Abdul Rahman H.A Al-Thani	√	√	√	√	√	√
Mr. Nasser Jaralla Saeed Al-Marri	√	√	√	√	√	√
Mr. Nasser Hassan Al-Naimi	√	√	√	√	√	√

Board meetings are structured in a way that facilitates open discussions among Directors, and encourages their participation in matters related to strategy, trading and financial performance, governance and risk management. All substantive agenda items are accompanied by comprehensive supporting briefing material, which is circulated to all Directors in advance of each meeting.

Directors who are unable to attend a particular Board meeting due to other commitments are provided with all the information relevant for such meetings and are able to discuss issues arising in the meeting with the Chairman and/or the Chief Executive Officer, and may elect to appoint a proxy for voting purposes.

Board Performance / Achievements

Please refer to the Executive Summary in the Company's Annual Report for a summary of the key achievements delivered by the Board and Executive Management during the financial year ended on December 31st 2021.

In addition, the 2021 annual self-assessment exercise for the performance of the Board and its Sub-Committees was conducted in accordance with a specific evaluation questionnaire set by the Board. The self-assessment exercise took into consideration the key components of the Board's composition and responsibilities, including the Board's structure, access to and presentation of information, its various internal dynamics and the contributions of its members, its key responsibilities, its relationship with Executive Management and the performance of its Sub-Committees.

The Nomination Committee has reviewed the outcome of the Board's self-assessment and submitted a report to the Board evaluating the overall performance of the Board and its Sub-Committees for the last financial year in accordance with the requirements of the QFMA Corporate Governance Code. The evaluation concluded that the procedures and dynamics of the Board and its Sub-Committees are functioning properly and there is no major area of concerns in this regard. The Board adopted and approved the report taking into consideration the suggested enhancement of certain aspects of the Board's functions and operations, in order to improve its effectiveness and governance practices.

Board Remuneration

In accordance with the provisions and the requirements of Commercial Companies Law No (11) of 2015 and its amendments, and the QFMA Corporate Governance Code, Board remuneration shall not exceed 5% of the Company's net profit after deduction of reserves and legal deductions and after the distribution of shareholders' dividends of not less than 5% of the Company's paid-up capital.

The Board recommended the payment of remuneration to Board members in recognition of their achievements during the financial year ended on December 31st 2021. The total remuneration proposed to the Board for the financial year ended on December 31st 2021 is referred to in the Company's financial statements at that date, which are included in the Company's Annual Report. The Financial Statements are pending the endorsement of the Annual General Assembly.

Learning and Development

Vodafone Qatar keeps the Board Members fully updated and appraised of all relevant information, requirements, rules and regulations relating to general corporate governance, legal, financial business, industry practices and Company's operations through continuous updates provided to the Board Members during the Board meetings and Audit Committee meetings. It should be noted that the majority of the Company's Board members are widely known personalities in the region, in addition to their current positions and previous experience as Board Members in other listed companies.

In the last year, the Board took the necessary steps to fully align its policies and practices with the requirements of the QFMA Corporate Governance Code as well as the international best practice governance principles.

Furthermore, the Board approved a new Board of Directors training policy that sets procedures for orienting the new members of the Board to enable them to discharge their duties and responsibilities effectively as per the applicable laws and regulations, and for training the whole Board when necessary.

At the level of executive management and employees, the Board approved a new learning and development policy that enables Vodafone Qatar staff to develop the necessary skills, knowledge, and behaviours to deliver the Company's business objectives and to uphold the code of conduct and the Vodafone Qatar Way of conducting business. Vodafone Qatar has a dedicated Learning and Development unit within the Human Resources department in charge of managing the training programs throughout the year.

Independent Advice

The Board recognises that there may be occasions where one or more of the Directors consider it necessary to seek independent legal and/or financial advice at the Company's expense. Independent legal and/or financial advice is sought by the Board as, and when, it is considered appropriate. The Board sought no independent legal and / or financial advice during the financial year ended on December 31st 2021.

Division of Responsibilities

Vodafone Qatar maintains a clear separation between the roles of the Chairman, Managing Director and Chief Executive Officer with a clear division of responsibilities as follows:

(a) The Chairman is responsible for the operation, leadership and governance of the Board, ensuring its overall effectiveness;

(b) The Managing Director is responsible for providing leadership and direction the Executive Management team in respect of the Company's overall strategic management and acting as the principal point of contact and liaison between the Chief Executive Officer and the Board in respect of strategic and operational matters; and

(c) the Chief Executive Officer is responsible for the management of the business, implementation of the Company's policy and overall creation, implementation, and integrations of the strategic, financial, commercial and operational direction of the Company.

Board Committees

Vodafone Qatar currently has an Audit Committee, a Remuneration Committee and a Nomination Committee, each of which operates in accordance with specific and detailed Terms of Reference approved by the Board. The Terms of Reference for each committee are available online (www.vodafone.qa). Members of these committees are not remunerated separately for membership of each committee.

Audit Committee

The Audit Committee of Vodafone Qatar currently consists of the following four (4) members who have the necessary expertise to fulfil the responsibilities of the committee:

Board Member	Position	Board Member Type
H.E. Sheikh Hamad Bin Faisal Thani Jassim Al-Thani	Chairperson	Independent and Non-Executive
Mr. Rashid Fahad Al-Naimi	Member	Non-Independent and Executive
H.E. Sheikh Saoud Abdul Rahman H.A Al-Thani	Member	Non-Independent and Non-Executive
Mr. Nasser Al-Marri	Member	Non-Independent and Non-Executive

Article 18.3 of the QFMA Corporate Governance Code suggests that a company's Audit Committee should be comprised of at least three (3) members, the majority of whom should be independent and the Chairman shall be independent. Vodafone Qatar's Board believes the current composition of the Audit Committee is appropriate for its effective operation. Please see below for further information on the rationale for the current membership of the Audit Committee.

The Audit Committee responsibilities include:

(a) Preparing and presenting to the Board a proposed internal control system for the Company upon constitution, and conducting periodic audits whenever necessary;

(b) Setting the procedures of contracting with and nominating External Auditors, and ensuring their independence while performing their work;

(c) Overseeing the Company's internal controls following review by the External Auditors to ensure compliance with the implementation of the best International Standards on Auditing (ISA) and preparing the financial reports in accordance with International Financial Reporting Standards (IFRS) and ISA and their requirements;

(d) Overseeing and reviewing the accuracy and validity of the financial statements and the yearly, half-yearly and quarterly reports;

(e) Considering, reviewing and following up the External Auditor's reports and notes on the Company's financial statements;

(f) Reviewing the disclosed numbers, data and financial statements and relevant company information submitted to the general assembly to ensure accuracy and completeness;

(g) Facilitating co-ordination between the Board and Senior Executive Management to ensure there is full alignment on the effectiveness of the internal controls of the Company;

(h) Reviewing the systems of financial and internal control and risk management;

(i) Conducting investigations into any financial control matters requested by the Board;

(j) Co-ordinating between the Internal Audit unit in the Company and the External Auditor;

(k) Reviewing the financial and accounting policies and procedures of the Company and expressing an opinion and recommendation to the Board in this regard;

(l) Reviewing the Company's dealings with related parties (if applicable), and making sure that any such dealings are subject to and comply with the relevant controls;

(m) Developing and reviewing the Company's policies on risk management on a regular baiss, taking into account the Company's business, market changes, investment trends and expansion plans;

(n) Supervising the training programmes on risk management prepared by the Company and the relevant business stakeholders;

(o) Preparing and submitting periodic reports about risks and their management in the Company to the Board - at a time determined by the Board - including its recommendations, and preparing reports of certain risks at the request of the Board and / or the Chairman;

(p) Implementing the instructions of the Board and relevant Sub-Committees regarding the Company's Internal Controls;

(q) Engaging with the External Auditor and Senior Executive Management regarding risk audits with a focus on the appropriateness of the accounting decisions and estimates, and submitting them to the Board to be included in the annual report;

(r) Assessing the Company's processes to comply with governance requirements with regard to applicable laws, regulations, Code of Business Conduct and Ethics;

(s) Reviewing and monitoring the procedures by which the Company complies with the governance requirements in respect of: (a) the receipt, retention, and treatment of complaints received by the Company regarding accounting, internal accounting controls or auditing matters; and (b) the confidential and anonymous employee concern submissions regarding questionable accounting or auditing matters;

(t) Reviewing reports and disclosures of significant conflicts of interest; and

(u) Overseeing the activity and credentials of the Company's Internal Auditors, including the review of the Internal Audit Terms of Reference, plans, resource requirements, staffing and organizational structure, ensuring consistency and compliance with the Vodafone Internal Audit methodology and approach.

Article 19 of the QFMA Corporate Governance Code requires the Audit Committee of a listed company to meet at least six (6) times per year. During the year 2021, the Audit Committee met on six (6) occasions as follows:

Committee Members / Dates of Audit Committee Meeting	Attendance					
	1st February 2021	25 April 2021	6 June 2021	14 July 2021	14 October 2021	7 December 2021
H.E. Sheikh Hamad Bin Faisal Thani Jassim Al-Thani	√	√	√	√	√	√
Mr. Rashid Fahad Al -Naimi	√	√	√	√	√	√
H.E. Sheikh Saoud Abdul Rahman H.A Al- Thani	√	√	√	√	√	√
Mr. Nasser Al- Marri	√	√	√	√	√	√

As noted in the Company's Governance Report for 2020, due consideration was given to the requirements of the QFMA Corporate Governance Code and, in particular, the requirement for a majority of the members of the Audit Committee to be independent Board members when re-constituting the committee. Vodafone Qatar was restricted by the fact that its Chairman is an independent Board member (as provided for under Article 29.3 of the Company's Articles of Association) and is prohibited from acting as a member of any Board committee (Article 7 of the QFMA Corporate Governance Code). Accordingly, only two (2) Independent Board members were available for membership of the Audit Committee, one (1) of whom was H.E. Akbar Al Baker, the Vice Chairman, who was appointed by the Board as the Chairman of the Remuneration Committee. Consequently, to ensure the Audit Committee could operate effectively and was not adversely impacted by attendance issues arising from the other business commitments of its members, the

Board took the decision to appoint only one (1) Independent Board Member to the Audit Committee, H.E. Sheikh Hamad Bin Faisal Thani Jassim Al-Thani, who was nominated as Chairman of the Audit Committee (as per the requirement to appoint an independent Board member as Chairman under Article 18 of the QFMA Corporate Governance Code). Given the significant experience of the members of the Audit Committee, the Board believes that all members of the Audit Committee will continue to exercise their roles in an independent and impartial manner to protect the best interests of the Company.

The main recommendations of the Audit Committee to the Board of Vodafone Qatar in 2021 were as follows:

(a) Approval of the Company's full-year financial statements for the year ended on December 31st 2020, following the review of the report from the External Auditors;

(b) Approval of the half yearly financial statements, following the review of the report from the External Auditors;

(c) Approval of the financial statements for the three (3) months ended March 31st 2021 and the nine (9) months ended September 30th 2021;

(d) Approval of new and updated policies including, but not limited to, the following: code of conduct, related parties' transaction policy, whistleblowing policy, speak up policy, dividend policy and procurement policy.

(e) Approval of several items related to the Company's activities and enhancing governance practices;

(f) Approval of the internal audit plan proposal for the financial year 2022;

(g) Approval of the Board of Directors' assessment of Internal Control over Financial Reporting ("ICOFR") for the year ended December 31st 2020;

(h) Approval of the appointment of KPMG as the Company's external auditor for the financial year 2021; and

(i) Extension of the appointment of the Internal Auditor.

The main updates of the Audit Committee to the Board of Vodafone Qatar in 2021 were as follows:

(a) Action plan to address external auditors report on ICOFR and governance;

(b) Progress against internal audit plan and audit activity summary results;

(c) Internal Audit Management actions status;

(d) Fraud reports;

(e) Oversight on the enterprise risk management register; and

(f) Compliance report.

All recommendations and decisions taken by the Audit Committee are presented to the full Board for endorsement and approval.

Remuneration Committee

The Remuneration Committee of Vodafone Qatar currently consists of the following members who have the necessary expertise to fulfil the responsibilities of the committee:

Board Member	Position	Board Member Type
H.E. Mr. Akbar Al Baker	Chairperson	Independent and Non-Executive
Mr. Rashid Fahad Al-Naimi	Member	Non-Independent and Executive
Mr. Nasser Al-Naimi	Member	Non-Independent and Non-Executive

Article 18.2 of the QFMA Corporate Governance Code requires that a company's Remuneration Committee be comprised of at least three (3) Board members. Vodafone Qatar's Remuneration Committee comprises of three (3) members, one (1) of whom is an independent Board member.

The purpose of the Remuneration Committee is to determine and have oversight of the Company's remuneration policy and principles, in particular, as they apply to the members of the Board and Senior Executive Management. The Remuneration Committee is responsible for:

(a) Setting the Company's remuneration policy on a yearly basis, including the way of identifying remuneration of the Chairman and all Board members. The Board's yearly remuneration shall not exceed 5% of the Company's net profit after deduction of reserves, legal deductions, and the distribution of dividends not less than 5% of the Company's share capital (in cash and in kind) to shareholders; and

(b) Setting the foundations of granting allowances and incentives in the Company, including possible issuance of incentive shares for its employees.

The Remuneration Committee met once during 2021 as follows:

Committee Members / Date of Remuneration Committee Meeting	1st February 2021
H.E. Mr. Akbar Al Baker	√
Mr. Rashid Fahad Al-Naimi	√
Mr. Nasser Al-Naimi	√

The main recommendations put forward to the Board in 2021 by the Remuneration Committee were as follows:

(a) Approval of the Company's Short-Term Incentive (Bonus) for the financial year 2020;

(b) Approval of the annual salary review for the financial year 2021;

(c) Approval of the Company's Long-Term Incentive Plan for the financial year 2021;

(d) Approval of the Company's Short-Term Incentive (Bonus) targets for the financial year 2021; and

(e) Approval of the Board remuneration for the financial year 2020.

The Remuneration Committee provides an update and a summary of its recommendations to the Board for endorsement and approval. This happens on an annual basis during the Board meeting to approve the Company's full year results and in some cases, more frequently, depending on the nature of the matters reviewed by the Remuneration Committee.

The full Terms of Reference for the Remuneration Committee are publicly available on Vodafone Qatar's website: www.vodafone.qa.

Nomination Committee

The Nomination Committee of Vodafone Qatar currently consists of the following three (3) members who have the necessary expertise to fulfil the Committee's tasks:

Board Member	Position	Board Member Type
Mr. Rashid Fahad Al-Naimi	Chairperson	Non-Independent and Executive
H.E. Sheikh Saoud Abdul Rahman Al-Thani	Member	Non-Independent and Non-Executive
Mr. Nasser Al-Marri	Member	Non-Independent and Non-Executive

The Nomination Committee primarily has oversight of the nomination and appointment of Board members and ensures the proper application of formal, rigorous and transparent procedures in this context.

The Nomination Committee is responsible for the following:

(a) Developing general principles and criteria used by the General Assembly to elect the fittest among the candidates for Board membership;

(b) Nominating whom it deems fit for Board membership when any seat is vacant;

(c) Developing and drafting a succession plan for managing the Company to ensure there is a clear plan for filling vacant positions in the Company with suitably qualified individuals to minimise and avoid any potential operational disruption;

(d) Nominating whom it deems fit to occupy any position at the level of Senior Executive Management;

(e) Receiving candidacy requests for Board membership;

(f) Submitting the list of Board membership candidates to the Board, including its recommendations in this regard, and sending a copy thereof to the QFMA; and

(g) Submitting an annual report to the Board including a comprehensive analysis of the Board's performance to identify the strengths and weaknesses thereof, and offer proposals thereon.

The Nomination Committee met once during 2021 as follows:

Committee Members / Date of Nomination Committee Meeting	7 December 2021
Mr. Rashid Fahad Al-Naimi	√
H.E. Sheikh Saoud Abdul Rahman Al-Thani	√
Mr. Nasser Al-Marri	√

In 2021, for the purpose of the election of the three (3) independent Board Members of Vodafone Qatar at the Annual General Assembly meeting for a term of three (3) years (2022-2024), the Nomination Committee reviewed and approved the Board nomination period, notice and related documents. The Nomination Committee also approved the succession planning outlines for the Company's management and submitted an annual report to the Board on the performance of the Board and its Sub-Committees for the financial year 2021.

All recommendations and decisions taken by the Nomination Committee are presented to the full Board for endorsement and approval.

The full Terms of Reference for the Nomination Committee are publicly available on Vodafone Qatar's website www.vodafone.qa

Company Secretary

The Company Secretary acts as secretary to the Board and Sub-Committees of the Board. The Company Secretary is responsible for:

(a) Recording the minutes of Board meetings, listing the names of attending and absent members, laying out meeting discussions and marking any objections that members may raise against any decision issued by the Board;

(b) Recording the Board decisions in the register prepared for this purpose as per issuance date;

(c) Recording the meetings held by the Board in a serial numbered register prepared for this purpose and arranged as per the holding date, setting out names of the attending and absent members, the meeting discussions and the members' objections, if any;

(d) Safekeeping the Board meetings' minutes, decisions, reports, records, correspondences and writings by storing them within both conventional and digital records;

(e) Sending to the Board members and participants (if any) the meeting invitations accompanied with the agenda, and receiving members' requests to add any items to the agenda boting its date of submission;

(f) Handling the necessary coordination procedures between the Chairman and the members, among members themselves, as well as between the Board and related parties and stakeholders in the Company including shareholders, management, and employees;

(g) Enabling the Chairman and the members to have timely access to all information, documents, and data pertaining to the Company; and

(h) Safekeeping the Board members' acknowledgments of not combining prohibited positions pursuant to the Commercial Companies Law and the provisions of the QFMA Corporate Governance Code.

The appointment or removal of the Company Secretary is a matter that concerns the Board as a whole. The current Company Secretary of Vodafone Qatar is Pauline Abi Saab, who is the Head of Investor Relations for the Company. Mrs. Abi Saab joined Vodafone Qatar in February 2017 and has held the role of Company Secretary since April 1st 2019. She has over 14 years of experience in corporate governance and she held senior positions in corporate affairs and investor relations at a Qatari national bank prior to joining Vodafone Qatar.

Executive Management Team

Sheikh Hamad Abdulla Jassim Al Thani
Chief Executive Officer

Number of shares held directly in Vodafone Qatar as of 31 December 2021: 25,000 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2021: 25,000 shares

Hamad Al Thani is responsible for the overall creation, implementation, and integration of the long-term strategic, financial, commercial and operational direction of the Company. Hamad Al Thani also oversees key internal and external stakeholder engagements to influence the environment in which the Company operates by liaising with the employees, the Board, and key Government entities. He chairs the Company's operational governance framework, which includes committee oversight of the following: Strategy, Budget, CAPEX allocation, Commercial Approval, Trade Review, Brand Review and Assurance committees.

Khames Mohammed Al Naimi
Chief Human Resources Officer

Number of shares held directly in Vodafone Qatar as of 31 December 2021: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2021: 0 shares

Khames Al Naimi is responsible for the coordination and implementation of the overall human resources management strategy of the Company. Within the scope of his role, he is responsible for ensuring the success of the Company's HR programmes and embedding best practices within the Company's Human Resources functions.

Diego Camberos
Chief Operating Officer

Number of shares held directly in Vodafone Qatar as of 31 December 2021: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2021: 0 shares

Diego Camberos, as Chief Operating Officer, is responsible for the coordination and implementation of the Company's overall strategy for commercial, enterprise, digital, and customer operations.

Ramy Boctor
Chief Technology Officer

Number of shares held directly in Vodafone Qatar as of 31 December 2021: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2021: 0 shares

Ramy Boctor is responsible for the development and implementation of the overall technology strategy of the Company. Ramy Boctor oversees all aspects of the Design, Planning and Rollout and Optimization of the Radio and Fixed access network and Technology Strategic relationships. He is also responsible for the Technology Security, Service Delivery, Digital Channels Modernisation and IT functions of the Company.

Masroor Anjum
Acting Chief Financial Officer

Number of shares held directly in Vodafone Qatar as of 31 December 2021: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2021: 0 shares

Masroor Anjum heads the Financial Operations, Financial Planning, Reporting & Analysis, Supply Chain Management and Business Partnering functions of the Company. He is responsible for the accounting and disclosure of the assets, liabilities, financial position and profit and loss of the Company and ensures that the financial statements of the Company comply with the local and global accounting policies. Masroor Anjum also oversees the Treasury, Investor Relations and Business Intelligence functions of the Company. He chairs the Company's cost optimisation and credit management committees.

Senior Management Performance and Remuneration for 2021

Vodafone Qatar assesses the performance of Senior Management and all employees through a Performance Development system. Performance Development is designed to enable employees and managers to engage one another in an ongoing dialogue about performance, feedback, development, individual potential and talent, in order to identify and develop high performing individuals and teams in current and future roles. In 2021, Vodafone Qatar worked on a 12-month cycle from setting breakthrough goals aligned with the functional goals and the corporate strategy at the start of the financial year in January/February, to the end of year reviews in November/December. A formal review process to assess and calibrate performance was carried out at both a functional and company level.

Please refer to the Executive Summary in the Company's Annual Report for a summary of the key achievements delivered by the Executive Management during the financial year ended on December 31st 2021.

For details of the remuneration paid to the Executive management team of Vodafone Qatar, please refer to the Company's financial statements as of December 31st 2021, which are also included in the Vodafone Qatar Annual Report. The Financial Statements are pending the endorsement of the Annual General Assembly meeting.

Internal Control and Risk Management

(a) Internal Control Processes

The Board assumes overall responsibility for internal risk management and control processes. Based on the efficacy evaluation of the design, implementation, and operational effectiveness of Internal Control over Financial Reporting ("ICOFR"), management did not identify any material weaknesses and concluded that ICOFR is appropriately and effectively designed, implemented, and operated as of 31 December 2021.

In addition, Vodafone Qatar's External Auditors carried out a reasonable assurance engagement over Board of Directors' description of the processes and internal controls and assessment of the suitability of the design, implementation and operational effectiveness of the Group's ICOFR as at 31 December 2021 (the "Statement") to ensure compliance with Article 24 of the QFMA Corporate Governance Code.

In the External Auditors' opinion, based on the results of their reasonable assurance procedures, the Board of Directors' Statement fairly presents that the Group's ICOFR were properly designed and implemented and are operating effectively in accordance with the COSO framework as at 31 December 2021.

The External Auditors' and the Directors' ICOFR reports are included at the end of the Corporate Governance report for the year ended December 31, 2021.

(b) Compliance Programme

Vodafone Qatar has implemented a dedicated and robust compliance programme in accordance with the best international practices. As part of the compliance programme, Vodafone Qatar applies and monitors specific compliance policies and controls across all high-risk activities, including economic sanctions and trade controls, network and information security and resilience and anti-bribery. The compliance programme is designed to ensure that all material financial and business risks for the Company are identified and managed appropriately.

Vodafone Qatar's management is responsible for ensuring the existence and effectiveness of the Company's internal control environment in order to achieve and maintain compliance with all governance policies. This is monitored by the Vodafone Qatar Compliance and Internal Audit teams on an ongoing basis. Internal Audit also provides independent assurance over the internal control system and reports significant issues to the Audit Committee in relation to the risk based yearly audit plan.

(c) Business Continuity Management

Vodafone Qatar has an established business resilience framework that addresses and mitigates the risk of the business being unable to resume its operational activities within a reasonable time following the occurrence of any events leading to business interruption. The Company has established a dedicated Business Continuity Management ("BCM") Steering Committee comprised of Executive Committee Members who meets on a bi-annual basis to review the BCM Program implementation, maintenance and improvement. The scope of the BCM Steering Committee and its main areas of responsibility are as follows:

(a) Ensure compliance with the BCM policy and its procedures;
(b) Approve BCM procedures and all related processes, rules and documents;
(c) Monitor continuous improvement of the BCM program and procedures;
(d) Ensure that all members of the business are aware of their responsibilities related to BCM;
(e) Define, drive and support the implementation of BCM Strategy within Vodafone Qatar;
(f) Approve and prioritize BC Strategies for critical business processes and systems prior to implementation;
(g) Monitor the development, review and implementation of BCM plans;
(h) Approve and monitor the review of the Company's crisis management plan;
(i) Define recommendations to improve BCM strategies and operations within the Company; and
(j) Support and promote awareness actions.

The Business Continuity, Crisis Management, Technology Resilience and Site Emergency Response Plans set out the requirements to protect the Company against the impact of emergencies and disruptions to critical business operations through effective and timely response measures (within predetermined timeframes) to an emergency or crisis.

In 2021 Vodafone Qatar managed to vaccinate most of its staff with the support of Corporate Security and MoPH. Vodafone Qatar continues to maintain strict COVID – 19 Protocols related to wearing masks, social distancing and restricted travel which are mandatory for all staff at all Vodafone Qatar premises (offices and stores).

As part of FIFA World Cup 2022 preparedness, a Business Continuity Risk assessment was conducted and risk mitigation plans were proposed and agreed upon by risk owners.

Vodafone Qatar has been awarded the newest version of the ISO 22301:2019 international certification for Business Continuity. The certification included all premises as part of the scope for Recertification audit done by the British Standards Institution (BSI).

(d) Enterprise Risk Management

Vodafone Qatar operates a comprehensive ongoing risk management and assessment programme within the business. The primary objectives are to generate balance between the risks that the business takes with its potential rewards, support the achievement of corporate strategy and anticipate future threats. The Company believes that a vigilant and robust approach to risk management enables informed decision making, provides senior management with appropriate visibility of relevant business risks, defines the level of risk the Company is willing to take and facilitates risk-based assurance activity. On an annual basis, the risk management function reports to the Audit Committee on the top 10 enterprise risks that the Company believes would have the greatest impact on the Company's strategic objectives, operating model, viability or reputation. These risks, plus relevant mitigating actions, are catalogued and tracked in the Company's 'Risk Register' and are then subject to additional reporting, oversight and assurance on an ongoing basis.

Internal Audit

Vodafone Qatar's Internal Audit Department provides objective and independent assurance over critical business processes and projects. The Internal Audit Department reviews business and technology processes to identify the risks, review the controls, make recommendations and track management action plans until completion to enable better management of the business by identifying those aspects of the business that could be controlled more effectively. The Internal Audit team has the independence to report objectively on any function without being constrained by line management through reporting to the Audit Committee functionally and to the Chief Executive Officer of the Company administratively. The Internal Audit team monitors and supports key governance structures and activities to ensure ongoing effectiveness. The team also identifies and promotes good business practices and reviews the Company's financial and accounting policies and processes to evaluate and assess any relevant risks in that context.

The Internal Audit Department provides reports to the Audit Committee in every meeting which includes, but is not limited to, compliance with internal control and risk management, fraud incidents, and risks faced by the company along with the actions that were taken in response to them.

In addition, Internal Audit operates in co-operation with and has full access to, the Vodafone Qatar Audit Committee. Internal Audit provides a detailed report, together with a series of recommendations, on the internal control, risk and compliance performance of the Company directly to the Audit Committee during the Audit Committee meetings that take place six times a year, and separately on particular issues as required. Vodafone Qatar notes that Article 22 of the QFMA Corporate Governance Code requires Internal Audit to submit a report every three (3) months to the Audit Committee. Vodafone Qatar is compliant with these requirements as the audit committee meets 6 times a year.

Article 21 of the QFMA Corporate Governance Code prescribes that a company's Internal Audit function should be independent from the day-to-day functioning of the company. The Board considers the Internal Audit Department as being independent from Vodafone Qatar. This independence is reinforced by the reporting line of the Internal Audit function into of the Audit Committee and a secondary reporting line to the Chief Executive Officer of the Company.

External Auditor

The decision to appoint the External Auditors including a review of the External Auditor's remuneration is made at the Annual General Assembly by the shareholders. The External Auditors attend the Annual General Assembly to present their report and to answer queries from shareholders.

The purpose of appointing an External Auditor is to provide objective assurance to the Board and shareholders that the financial statements have been prepared in accordance with all related laws, regulations and IFRS and that they fairly represent the financial position and performance of the Company in all material aspects.

KPMG currently holds the position of Vodafone Qatar's External Auditors and they conduct a full audit at the end of the Company's financial year in additional to a review of the Company's half-year results. Article 23 of the QFMA Corporate Governance Code provides that External Auditors shall be appointed by the General Assembly each year which may be renewed for one or more terms provided this does not exceed five years which is in line with Article 141 of the Commercial Companies Law. Vodafone Qatar's Articles of Association (Article 66) are aligned to the Commercial Companies Law and state that an auditor can be appointed for a period not exceeding five consecutive years.

The decision to appoint KPMG as the External Auditors of Vodafone Qatar was approved by the shareholders of the Company at the Annual General Assembly which took place on 24 February 2021.

Disclosure and Transparency

Vodafone Qatar has throughout 2021 complied with the disclosure requirements set out in the rules and regulations of the QFMA and the QSE.

Vodafone Qatar conforms to all disclosure requirements of Article 25 of the QFMA Corporate Governance Code. It has disclosed its quarterly financial statements prepared in accordance with the International Financial Reporting Standards (IFRS) to the QSE, the QFMA and the Qatar Central Securities Depository ("QCSD") within the deadlines and rules stipulated therewith. Furthermore, Vodafone Qatar has ensured that all sensitive and material information and announcements were disclosed to the market, its shareholders, the investment community and the general public in a timely, accurate, complete and transparent manner as required by the applicable laws and regulations. Material information includes, but is not limited to, Board meeting dates, results announcements, Annual General Assembly invitation, agenda and resolutions, and any other material matters impacting and / or related to the ongoing performance and operation of Vodafone Qatar that has the potential to affect the Company's share price.

Vodafone Qatar has ensured that all financial results, approved presentations, official announcements and press releases of significance are available on the Company's website on the day of publication.

In addition, all information about the Chairman, Board members, Senior Executive Management and major shareholders holding 5% and above of the Company's share capital are disclosed on the Company's website and in the Annual Corporate Governance report.

As a general principle, Vodafone Qatar does not comment, affirmatively or negatively, on rumours. If undisclosed material information has been publicly leaked and appears to be affecting trading activity in the Company's stock, or the QFMA or the QSE requests that the Company makes a definitive statement in response to a market rumour that is causing unusual activity in the stock, the authorised spokespersons will consider the matter and determine if a notice / press release should be issued disclosing the relevant material information or confirming there is no undisclosed material information. No such market rumours arose in the financial year ended on December 31st 2021.

The Board has approved a Disclosure Policy that includes, without limitation, the designated spokespersons for Vodafone Qatar, the procedures for dealing with market rumours, disclosure control and obligations and procedures for maintaining confidentiality.

Subsidiaries

(a) Infinity Solutions LLC

In 2019, the Company established a fully owned subsidiary under the name of Infinity Solutions LLC. It provides various operational and administrative services directly to its parent company Vodafone Qatar P.Q.S.C. in specific business areas.

(b) Infinity Payment Solutions LLC

The Company established a new fully owned subsidiary under the name of Infinity Payment Solutions LLC for the purpose of providing Fintech and digital innovation services. It has not commenced its commercial operations as of 31 December 2021.

Details of the subsidiaries are more particularly set out in the financial statements included in the Company's Annual Report.

Conflicts of Interest and Insider Trading

Related Party, Conflicts of Interest and Major Transactions

In its last meeting of 2021, the Board of Directors set up a Related Parties Transaction Policy related to Vodafone Qatar Board of Directors and Senior Executive Management. The purpose of this policy is to define the guidelines that the Company should observe in entering into transactions with related parties to ensure that all such transactions are identified, disclosed, managed and reported in a way that eliminates any potential conflicts of interest and complies with applicable laws and regulations.

The Board of Directors ensures that all related parties' transactions are discussed in the absence of any related party. Related party shall not be entitled to vote on board resolutions regarding these transactions. The Board of Directors also ensures that the transactions are made according to market prices and on arm's length basis and do not involve terms that contradict or compete with the Company's interests.

In addition, Article 62 of the Company's AoA requires that any resolution about a transaction of which the value exceeds10% of the Company's market value or the net value of its assets, depending on which of the two is the lower based on its latest financial statements, shall only be passed during an EGA.

Vodafone Qatar did not enter into any major transactions with Related Parties during the financial year ended on December 31st 2021 (as defined in the QFMA Governance Code). For any other transactions with Related Parties, they are listed in the Company's financial statements which are also included in the Company's Annual Report.

Vodafone Qatar has also adopted a Conflict of Interests Policy that is instrumental to its Governance Policy framework and its Code of Conduct. The purpose of this policy is to promote transparency and sound management, and prevent any potential conflicts of interest pertaining to Vodafone Qatar's employees and their dealings. The implementation of this policy is done in accordance with international best practices, and it serves to protect the interests of the Company and its employees from any impropriety. Vodafone's executive and senior staff members are responsible for implementing this policy and taking all the measures necessary to prevent any potential conflicts of interest from taking place.

Anti-Bribery

As noted in the 'Compliance Programme' section of this report set out above, Vodafone Qatar operates within an established and comprehensive framework that is in accordance with the best international practices and designed specifically to manage a number of areas of compliance and business risks. This framework covers areas such as customer and data privacy, network and information security and resilience and anti-bribery.

As part of the anti-bribery programme, many actions and measures are taken to actively manage identified sources of risk such as mandatory training for all staff in key positions of responsibility or influence; Breaches of this policy are treated as a serious disciplinary offence.

Insider Trading

Vodafone Qatar has in place a policy summarising share trading guidelines and specifically, the insider trading rules and regulations applicable in Qatar. This policy, together with relevant share trading black-out dates, is communicated to the Vodafone Qatar Board, Executive Management Team and all employees prior to the commencement of each trading black-out period. Vodafone Qatar has provided the QSE, the QFMA and the QCSD with a list of Insiders within the Company – the list of Insiders is continuously reviewed and updated as necessary. In addition, Vodafone Qatar monitors the direct trading activities related to the Company's shares by its Directors and Executive Management Team.

Litigation and Disputes

The Financial Year ended on December 31st 2021 was free of any material lawsuits, or any legal matters that are worth mentioning.

Our Shareholders

Vodafone Qatar is compliant with Article 29 of the QFMA Corporate Governance Code. Shareholders have all the rights conferred upon them by related laws and regulations, including the QFMA Corporate Governance Code and the Company's Articles of Association. Furthermore, the Board ensures that shareholders' rights are respected in a fair and equitable manner.

Investor Relations

Vodafone Qatar has a dedicated Investor Relations function and is committed to informing shareholders, investors and financial analysts about the Company's strategy, activities and financial and business performance within the bounds permitted by applicable QSE rules and regulations. The Investor Relations function primarily acts to maintain an active and transparent dialogue with investors through a planned programme of investor relations activities and disclosures throughout the year, which nonexclusively include the following:

(a) Publishing financial statements, earning releases and investor presentations of quarterly, half-year and full-year results;

(b) Publishing an Annual Report of the Company that provides a comprehensive overview of the company's financial and business performance for the year;

(c) Hosting investors and analysts calls to coincide with the release of the Company's financial results at which senior executive managers provide an overview of business and financial performance;

(d) Hosting the Annual General Assembly meeting which all shareholders are invited to attend, actively participate and to exercise their voting rights;

(e) Conducting ongoing meetings with institutional investors and analysts, attended by the Chief Executive Officer and/or the Chief Financial Officer to discuss the business and financial performance;

(f) Disclosing material information in a fair and complete manner;

(g) Answering shareholders' and analysts' queries and concerns in a timely manner;

(h) Attending ongoing conferences and roadshows throughout the year; and

(i) Enhancing and updating the Investor Relations website dedicated to the Company's shareholders, investors and analysts.

General Assembly Meeting

In compliance with Article 32 of the QFMA Corporate Governance Code, the Company's Articles of Association affirm the right of shareholders to call Annual General Assembly and Extraordinary General Assembly meetings ("AGA" and "EGA" respectively) for the purposes of affording shareholders the opportunity to discuss and raise questions to the Chairman and Board members with respect to any items on the agenda of the relevant General Assembly.

The Company endeavours to hold its AGA or any EGA at an appropriate time and place to enable the majority of shareholders to participate in such meeting. The Company further ensures that shareholders are entitled to appoint a proxy to attend the AGA and EGA on their behalf and details in this regard are contained in the AGA and EGA notices. Vodafone Qatar sets out the agenda items for the AGA and EGA in its notice to the shareholders and details of the proposed resolutions are presented to the shareholders at the AGA and EGA meetings. The resolutions are disclosed immediately after the meeting to the QSE and the QFMA. The minutes of meeting are disclosed immediately after approval. The resolutions and the minutes are available to view on the Company's website.

Access to information

Vodafone Qatar has an "Investor Relations" page on its website, which provides shareholders and other stakeholders with information about the Company. The information is regularly updated to ensure that shareholders have the most up-to-date information at their disposal.

Shareholders are granted free access to a record of shareholder data in connection with their respective shareholding, in accordance with the provisions of Article 12 of Vodafone Qatar's Articles of Association, and in line with the applicable controls and regulations set out by the QFMA and the QCSD.

Major Shareholders

The Company's major shareholders as at 31 December 2021 holding 5% and above of the Company's share capital are as set out in the table below:

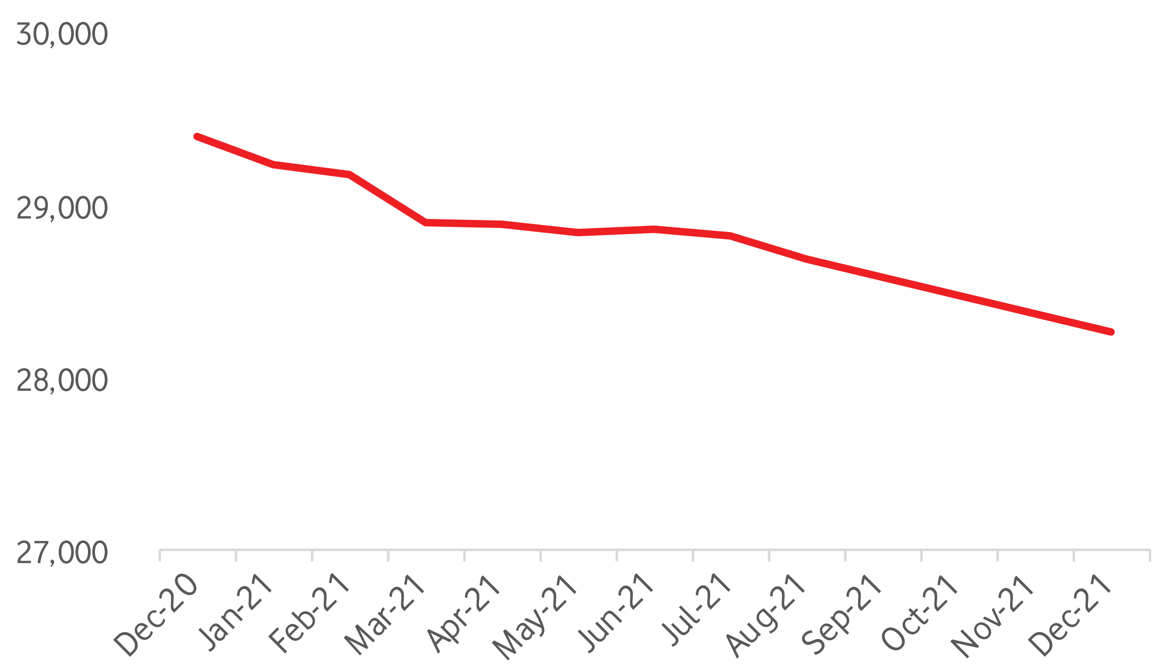
Name	Category	Domicile	Shares	Percent
Vodafone and Qatar Foundation LLC (1)	Corporation	Qatar	1,902,150,000	45.00%
Pension Fund - General Retirement and Social Insurance Authority	Government	Qatar	289,406,322	6.85%
Military Pension Fund - General Retirement Authority	Government	Qatar	221,080,301	5.23%
Qatar Foundation for Education Science and Community Development (2)	Corporations	Qatar	211,350,000	5.00%
		Total	**2,623,986,623**	**62.08%**

(1) Vodafone and Qatar Foundation LLC owns 45% of the Company's capital and is itself 100% owned by Qatar Foundation.

(2) Accordingly, Qatar Foundation's ownership interest in the Company (both directly held and indirect through Vodafone and Qatar Foundation LLC) totals 50% of the Company's capital.

Number of Shareholders

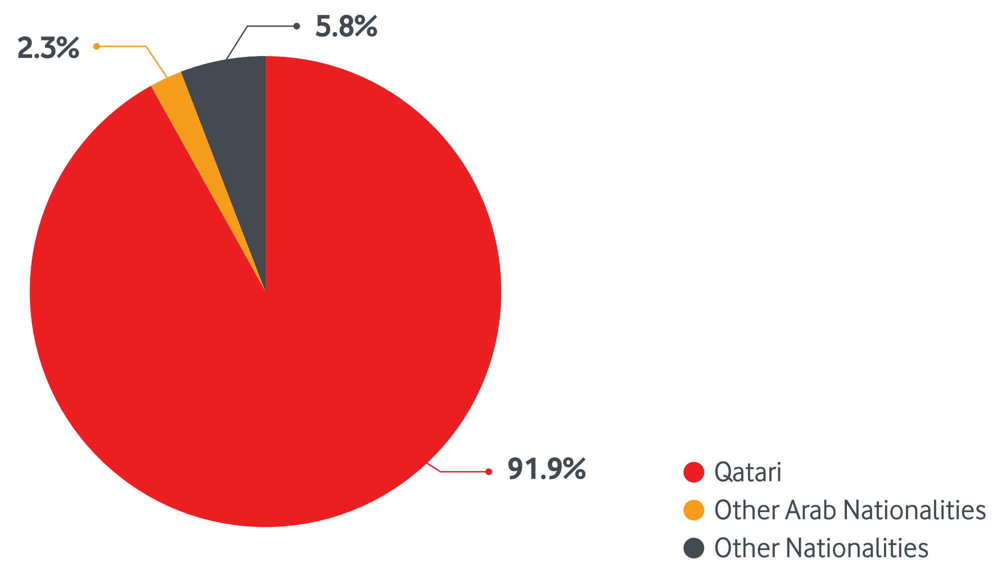
On 31 December 2021, the total number of shareholders in Vodafone Qatar reached 28,259 down from 29,399 as end of December 2020.



Shareholder Base by Nationality

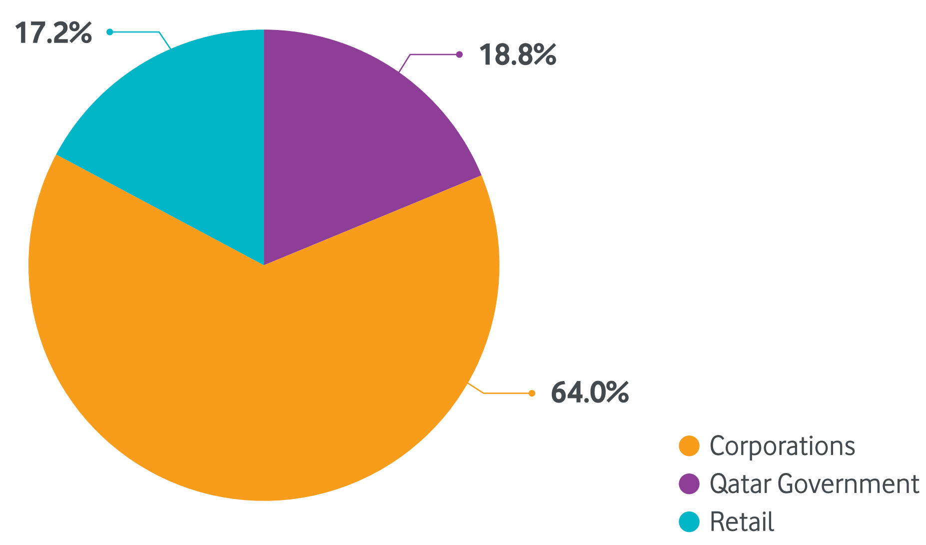
The percentage of shares held by Qatari shareholders (being shareholders, either citizens or entities incorporated in Qatar) decreased slightly to reach 91.9% of the Company's share capital (including the 45% equity stake held by Vodafone and Qatar Foundation LLC) down from 92.3% as at 31 December 2020.

Shares owned by shareholders from other Arab nationalities and other nationalities reached respectively 2.3% (down from 2.6% last year) and 5.8% (up from 5.1% last year) of the Company's share capital.



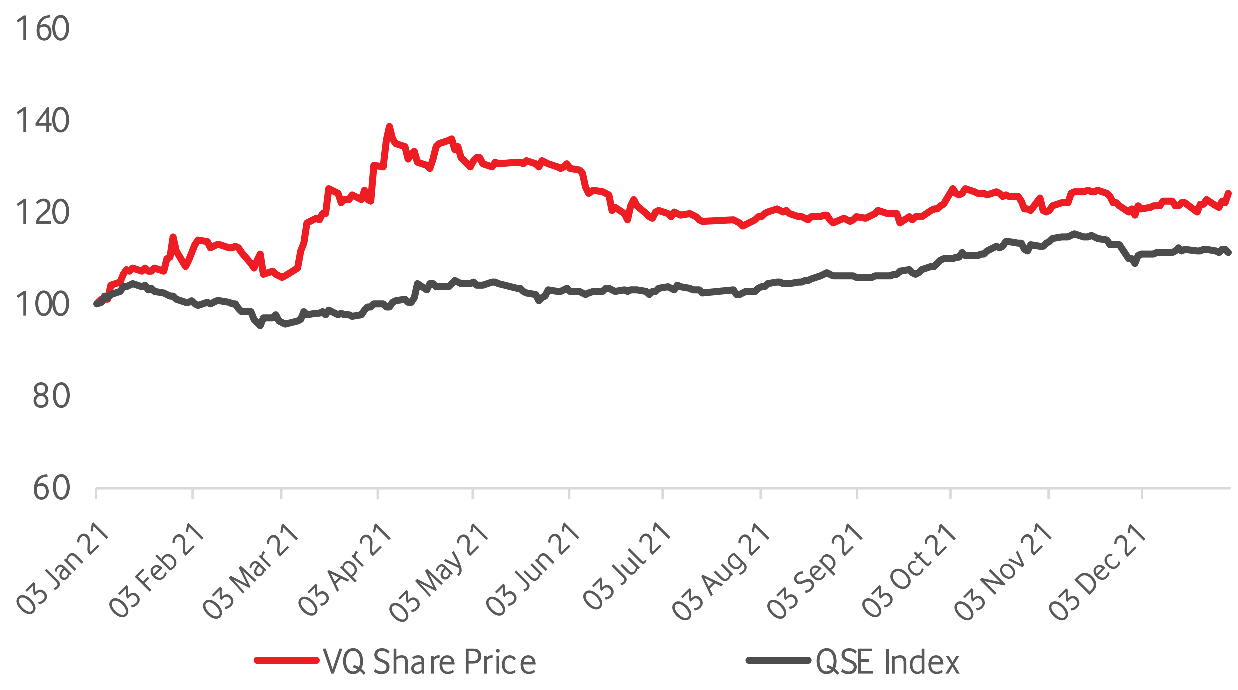
Shareholder Base by Category

On the 31st of December 2021, the percentage of the Company's issued and paid up share capital owned by corporations reached 64% (up from 63.1% last year), those owed by the Qatari Government reached 18.8% (down from 19.5% last year) and those owned by Retail shareholders reached 17.2% (down from 17.4% last year).



Share Price Movement

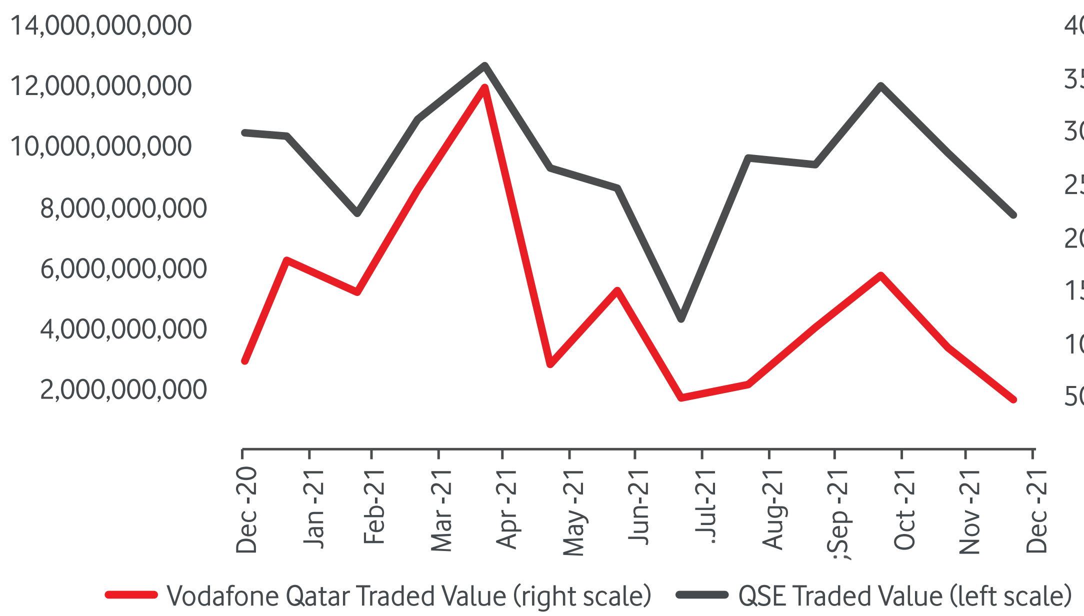
In the financial year ended on December 31st 2021, Vodafone Qatar's share price outperformed the market, increasing significantly by 24.50% to reach QR 1.67 up from 1.34 on the 31st of December 2020.



Share Trading Activity

Traded Value

In December 2021, Vodafone Qatar's monthly traded value reached QR 47 million compared to QR 84 million in December 2020. In Financial Year 2021, Vodafone Qatar monthly average traded value reached QR 140 million.



Whistleblowing and Speak Up

As part of the Company's commitment to maintain high standards in terms of governance practices, transparency, honesty, integrity, ethical dealing, and accountability, the Board of Directors set up a Whistleblowing Policy to provide communication channels through which all external stakeholders could, in good faith, raise concerns in confidence and report any activity that violates laws, regulations, improper practices, the code of business conduct, or the Company's policies and decisions, in order to protect them and their respective rights. Vodafone Qatar undertakes to investigate, remedy, and respond to all good faith complaints or concerns within a reasonable timeframe. Vodafone Qatar maintains full confidentiality and anonymity vis-à-vis the submitted he whistleblowing reports.

Additionally, the Board of Directors also approved a "Speak-up" Policy that provides guidance for employees, contractors, and consultants in cases where they become aware of any actions or conduct that are not in line with Vodafone Qatar's Code of Conduct. The policy details the methods for confidentially reporting any such concerns. All reported cases are treated as fully private and confidential to ensure that relevant individuals can report any wrongdoing without being afraid of reprisals.

Employee Rights

The Board ensures that all employees are treated equally without any discrimination whatsoever on the basis of race, gender or religion. Remuneration policies and packages have been established to incentivise employees to act in the best interests of the Company, and to retain and reward employees who demonstrate exceptional performance.

Appropriate mechanisms were set in place to enable all employees to report known or suspected breaches of Company policies confidentially and without the risk of a negative reaction from other employees or their superiors.

Corporate Social Responsibility

Vodafone Qatar's relationship with the community it operates in extends well beyond the products and services it offers. We aim to support the Qatari society in its journey towards a better future by creating a digital society that enhances and promotes socioeconomic progress, focuses on protecting and improving the environment, and adheres to the fundamental tenants of our SCR (Social Corporate Responsibility) program.

We are proud of our numerous social investment initiatives that have benefited a wide segment of society since we first began our operations in 2009. The campaign of the Company's slogan we launched under the title of "Together We Can", which was renamed and relaunched this year, shows our firm faith in the fact that establishing a symbiotic relationship between various kinds of technologies and individual members of society will lead to a better and brighter future, and further increase the momentum of Qatar's progress towards a greater tomorrow.

For additional information on the Company's social development and environmental protection and preservation initiatives, kindly refer to the Social Corporate Responsibility section of this annual report.

Social and Sports Fund

Vodafone Qatar is compliant with Qatari law No. (13) for the year 2008 and the related clarifications issued in January 2010 requiring the Company to contribute with 2.5% of its annual net profits to the State Social and Sports Fund. The total amount paid for the financial year 2020 is QR 4.6mn and the total amount accrued for the financial year 2021 is QR 8.2mn.

For further details, please refer to the Company's financial statements in the annual report.

EXTERNAL AUDITOR'S REPORT ON CORPORATE GOVERNANCE

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

In accordance with Article 24 of the Corporate Governance Code for Companies and Legal Entities Listed on the Main Market ("the Code") issued by the Qatar Financial Markets Authority ("QFMA"), we were engaged by the Board of Directors of Vodafone Qatar P.Q.S.C ("the Company") to carry out a limited assurance engagement over Board of Director's assessment whether the Company has a process in place to comply with QFMA's law and regulations and other relevant legislation and whether the Company is in compliance with the requirements of the articles of the Code as at 31 December 2021.

Responsibilities of the Board of Directors

The Board of Directors of the Company is responsible for preparing the corporate governance report that covers the requirements of Article 4 of the Code. The Board of Directors provided their assessment whether Company has a process in place to comply with QFMA's law and regulations and other relevant legislation and the Company's compliance with the articles of the Code' (the 'Statement'), which was shared with KPMG on 02.02.2022, and to be included as part of the annual corporate governance report.

This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the Statement that is free from material misstatement, whether due to fraud or error.

The Board of Directors is responsible for ensuring that management and staff involved with the preparation of the Statement are properly trained, systems are properly updated and that any changes in reporting encompass all significant business units.

The Board of Directors is also responsible for compliance with all applicable laws and regulations applicable to activities of the Company.

Our Responsibilities

Our responsibility is to examine the Statement prepared by the Company and to issue a report thereon including an independent limited assurance conclusion based on the evidence obtained. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* issued by the International Auditing and Assurance Standards Board which requires that we plan and perform our procedures to obtain a meaningful level of assurance about whether the Statement is fairly presented, in all material respects, that the Company has a process in place to comply with QFMA's law and regulations and other relevant legislation and whether the Company is in compliance with the requirements of the articles of the Code as at 31 December 2021 as the basis for our limited assurance conclusion.

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

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants *(including International Independence Standards) (IESBA Code)*, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The procedures selected depend on our understanding of the Company's compliance with the articles of the Code and other engagement circumstances, and our consideration of areas where material non compliances are likely to arise.

In obtaining an understanding of the Company's process for compliance with QFMA's law and regulations and other relevant legislation, and its compliance with articles of the Code and other engagement circumstances, we have considered the process used to prepare the Statement in order to design limited assurance procedures that are appropriate in the circumstances.

Our engagement included assessing the appropriateness of the Company's process for compliance with QFMA's law and regulations and other relevant legislation and its compliance with the articles of the Code and evaluating the appropriateness of the methods and policies and procedures used in the preparation of the Statement.

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.

Our limited assurance procedures do not involve assessing the qualitative aspects or effectiveness of the procedures adopted by the Board of Directors to comply with the requirements of the articles of the Code.

The procedures performed over the Statement included, but were not limited to:

- Examining the assessment completed by the Board of Directors to validate whether the Company has a process in place to comply with QFMA's law and regulations and other relevant legislation including with the articles of the Code;
- Examining the supporting evidence provided by the Board of Directors to validate the Company's compliance with the articles of the Code; and
- Conducting additional procedures as deemed necessary to validate the Company's compliance with the Code (e.g. review governance policies, procedures and practices, etc.).

As part of this engagement, we have not performed any procedures by way of audit, review or verification of the Statement nor of the underlying records or other sources from which the Statement was extracted.

Inherent Limitations

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

Because of the inherent limitations of certain qualitative criteria in the application of the relevant QFMA laws and relevant legislations including the Code, 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.

Other information

The other information comprises the information to be included in the Company's annual corporate governance report which are expected to be made available to us after the date of this report. The Statement and our limited assurance report thereon will be included in the corporate governance report. When we read the corporate governance report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Board of Directors.

Characteristics and Limitations of the Statement

The Statement is prepared to meet the common needs of a broad range of users and may not, therefore, include every aspect of the information that each individual user may consider important in its own particular environment.

Criteria

The criteria for this engagement is an assessment of the process for compliance with QFMA's law and regulations and other relevant legislation and compliance with the articles of the Code.

Conclusions

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Based on our limited assurance procedures performed, nothing has come to our attention that causes us to believe that the Board of Directors' Statement does not present fairly, in all material respects, that the Company has a process in place to comply with QFMA's law and regulations and other relevant legislation, and that the Company is in compliance with the articles of the Code as at 31 December 2021 other than matter explained by the management in relation to Article 18.3 of the Code, in the "Audit Committee" section of Annual Governance Report of the Company.

Restriction of Use of Our Report

Our report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than the shareholders of the Company and QFMA for any purpose or in any context. Any party other than the shareholders of the Company and QFMA who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. To the fullest extent permitted by law, we accept or assume no responsibility and deny any liability to any party other than the shareholders of the Company and QFMA for our work, for this independent limited assurance report, or for the conclusions we have reached.

Our report is released to the shareholders of the Company and QFMA on the basis that it shall not be copied, referred to or disclosed, in whole (save for the Company's own internal purposes) or in part, without our prior written consent.

02 February 2022
Doha
State of Qatar

Gopal Balasubramaniam
KPMG
Auditor's Registration No. 251
Licensed by QFMA: External Auditor's License No. 120153

EXTERNAL AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

To the Shareholders of Vodafone Qatar P.Q.S.C

Report on Internal Controls over Financial Reporting

In accordance with Article 24 of the Corporate Governance Code for Companies and Legal Entities Listed on the Main Market ("the Code") issued by the Qatar Financial Markets Authority ("QFMA"), we were engaged by the Board of Directors of Vodafone Qatar P.Q.S.C ("the Company") and its subsidiaries (together referred to as "the Group") to carry out a reasonable assurance engagement over Board of Directors' description of the processes and internal controls and assessment of the suitability of the design, implementation and operating effectiveness of the Group's internal controls over financial reporting (the 'ICOFR') as at 31 December 2021 (the "Statement").

Responsibilities of the Board of Directors

The Board of Directors are responsible for fairly stating that the Statement is free from material misstatement and for the information contained therein.

The Statement, which was signed by the Board of Directors and shared with KPMG on 2 February 2022 and is to be included in the annual report of the Group, includes the following:

- the Board of Directors' assessment of the suitability of design, implementation and operating effectiveness of the ICOFR;
- the description of the process and internal controls over financial reporting for the processes of revenue and cost, leases, procurement to pay and inventory, human resources and payroll, fixed assets and intangibles, entity level controls, general ledger and financial reporting and information technology general controls;
- designing, implementing and testing controls to achieve the stated control objectives;
- identification of control gaps and failures, how they are remediated, and procedures set to prevent such failures or to close control gaps; and
- planning and performance of the management's testing, and identification of the control deficiencies.

The Board of Directors is responsible for establishing and maintaining internal controls over financial reporting based on the criteria established in *Internal Control – Integrated Framework* (2013), issued by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO" or "COSO Framework").

This responsibility includes designing, implementing, maintaining and testing internal control relevant to the preparation and fair presentation of the Statement that is free from material misstatement, whether due to fraud or error. It also includes developing the control objectives in line with the COSO Framework; designing, implementing and testing controls to achieve the stated control objectives; selecting and applying policies, making judgments and estimates that are reasonable in the circumstances, and maintaining adequate records in relation to the appropriateness of the Group's ICOFR.

The Board of Directors is responsible for ensuring that management and staff involved with the preparation of the Statement are properly trained, systems are properly updated and that any changes in reporting encompass all significant business units.

The Board of Directors is also responsible for compliance with all applicable laws and regulations applicable to its activities.

Our Responsibilities

Our responsibility is to examine the Statement prepared by the Group and to issue a report thereon including an independent reasonable assurance conclusion based on the evidence obtained. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* issued by the International Auditing and Assurance Standards Board which requires that we plan and perform our procedures to obtain reasonable assurance about whether the Statement is fairly presented, in all material respects, in accordance with the control objectives set out therein.

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

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code)*, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the Statement whether due to fraud or error.

Our engagement included assessing the appropriateness of the Group's ICOFR, and the suitability of the control objectives set out by the Group in preparing and presenting the Statement in the circumstances of the engagement. Furthermore, evaluating the overall presentation of the Statement, and whether the internal controls over financial reporting are suitably designed and implemented and are operating effectively as of 31 December 2021 based on the COSO Framework.

The procedures performed over the Statement include, but are not limited to, the following:

- Conducted inquiries with management of the Group to gain an understanding of the risk assessment and scoping exercise conducted by management;
- Examined the in-scope areas using materiality at the Group's consolidated financial statement level;
- Assessed the adequacy of the following:
  - Process level control documentation and related risks and controls as summarized in the Risk & Control Matrix ("RCM");
  - Entity level controls documentation and related risks and controls as summarized in the RCM;
  - Information Technology risks and controls as summarized in the RCM;
  - Disclosure controls as summarized in the RCM.
- Obtained an understanding of the methodology adopted by management for internal control design and implementation testing;
- Inspected the walkthrough and design and implementation testing completed by management and conducted independent walkthrough testing, on a sample basis, as deemed necessary;
- Assessed the significance of any internal control weaknesses identified by management;
- Assessed the significance of any additional gaps identified through the procedures performed.
- Examined the management plans for testing the operating effectiveness to evaluate the reasonableness of tests with respect to the nature, extent and timing thereof, and whether the testing responsibilities have been appropriately assigned;
- Examined the management's testing documents to assess whether the operating effectiveness testing of key controls has been performed by the management in accordance with the management testing plan; and
- Re-performed tests on key controls to gain comfort on the management testing of operating effectiveness.As part of this engagement, we have not performed any procedures by way of audit, review or verification of the Statement nor of the underlying records or other sources from which the Statement was extracted.

Other information

The other information comprises the information to be included the Group's annual report which are expected to be made available to us after the date of this report. The Statement and our reasonable assurance report thereon will be included in the annual report. When we read the annual report if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Board of Directors.

Characteristics and Limitations of the Statement

The Group's internal controls over financial reporting, because of their nature, may not prevent or detect all errors or omissions in processing or reporting transactions and consequently cannot provide absolute assurance that the control objectives will be met.

Historic evaluation of design, implementation and operating effectiveness of an internal control system may not be relevant to future periods if there is a change in conditions or that the degree of compliance with policies and procedures may deteriorate.

The Statement is prepared to meet the common needs of a broad range of users and may not, therefore, include every aspect of the information that each individual user may consider important in its own particular environment.

Criteria

The criteria for this engagement are the control objectives set out therein against which the design, implementation and operating effectiveness of the controls is measured or evaluated. The control objectives have been internally developed by the Group, based on the criteria established in the COSO Framework.

Conclusions

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

In our opinion, based on the results of our reasonable assurance procedures, the Board of Directors' Statement fairly presents that the Group's ICOFR were properly designed and implemented and are operating effectively in accordance with the COSO framework as at 31 December 2021.

Restriction of Use of Our Report

Our report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than the shareholders of the Company and QFMA for any purpose or in any context. Any party other than the shareholders of the Company and QFMA who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. To the fullest extent permitted by law, we accept or assume no responsibility and deny any liability to any party other than the shareholders of the Company and QFMA for our work, for this independent reasonable assurance report, or for the conclusions we have reached.

Our report is released to the shareholders of the Company and QFMA on the basis that it shall not be copied, referred to or disclosed, in whole (save for the Company's own internal purposes) or in part, without our prior written consent.

02 February 2022 **Doha** **State of Qatar**	**Gopal Balasubramaniam** **KPMG** **Auditor's Registration No. 251** **Licensed by QFMA: External Auditor's License No. 120153**

DIRECTORS' ASSESSMENT OF INTERNAL CONTROL OVER FINANCIAL REPORTING (ICOFR)

General

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

The Company's auditor, KPMG – Qatar, an independent accounting firm, has issued a reasonable assurance report on the Group's assessment of ICOFR.

Risks in Financial Reporting

The main risks in financial reporting are that either the consolidated financial statements are not presented fairly due to inadvertent or intentional errors or the publication of consolidated financial statements is not done on a timely basis. A lack of fair presentation arises when one or more financial statement accounts or disclosures contain misstatements (or omissions) that are material. Misstatements are deemed material if they could, individually or collectively, influence economic decisions that users make based on the consolidated financial statements.

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

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

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

Organization of the Internal Control System

Functions Involved in the System of Internal Control over Financial Reporting

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

Controls to Minimize the Risk of Financial Reporting Misstatement

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

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

Measuring Design, Implementation and Operating Effectiveness of Internal Control

For the financial year 2021, the Group has undertaken a formal evaluation of the adequacy of the design, implementation and operating effectiveness of the system of ICOFR considering:

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

These factors, in aggregate, determine the nature, timing and extent of evidence that management requires in order to assess whether the design, implementation and operating effectiveness of the system of ICOFR is effective. The evidence itself is generated from procedures integrated within the daily responsibilities of staff or from procedures implemented specifically for purposes of the ICOFR evaluation. 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.

The evaluation has included an assessment of the design, implementation, and operating effectiveness of controls within various processes including Revenue and cost, leases, procurement to pay and inventory, human resources and payroll, fixed assets and intangibles, entity level controls, general ledger and financial reporting and information technology general controls. The evaluation also included an assessment of the design, implementation, and operating effectiveness of Entity Level Controls, Information Technology General Controls, and Disclosure Controls. As a result of the assessment of the design, implementation, and operating effectiveness of ICOFR, management did not identify any material weaknesses and concluded that ICOFR is appropriately designed, implemented, and operated effectively as of 31 December 2021.

This report on Internal Control over Financial Reporting was approved by the Board of Directors of the Group on 02 February 2022 and were signed on its behalf by:

Abdulla bin Nasser Al Misnad	**Rashid Al-Naimi**
Chairman	Managing Director

03 Executive Management Team

PERFORMANCE

03

EXECUTIVE MANAGEMENT TEAM

Sheikh Hamad Abdulla J A Al-Thani
Chief Executive Officer (CEO)

Prior to joining Vodafone Qatar, Sheikh Hamad served in the Oil and Gas sector in various areas such as industrial network engineering and control system engineering.

Sheikh Hamad Al-Thani joined Vodafone Qatar in 2013, and is currently Vodafone Qatar's Chief Executive Officer (CEO). He is responsible for the overall creation, implementation, and integration of the long-range strategic, financial, commercial and operational direction of the company.

Previously, he served as Vodafone Qatar's Chief Operations Officer where he was responsible for the Company's Customer Operations, Human Resources, Legal & Regulatory and External Affairs functions

Education

BA, Computer Science – University of Ottawa (Canada)

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EXECUTIVE MANAGEMENT TEAM

Khames Mohammed Al Naimi
Chief Human Resources Officer (CHRO)

Khames Al-Naimi is an experienced HR leader with over sixteen years of experience within leading Qatari organisations, and he has played an instrumental role in developing high impact HR strategies and implementing world-class HR practices. His main career focus was set around creating an environment where employees can thrive and providing organisations with the human resources and workforce needed to ensure their success through their people.

Al-Naimi has worked across different sectors, including oil and gas, education and media, and sports. Previously, he served as the HR Department Director for the Supreme Committee for Delivery and Legacy, and he also held management roles and performed administrative duties in Qatar Foundation (QF) and Dolphin Energy Ltd.

Al-Naimi joined Vodafone Qatar in May 2018 as the Chief Human Resources Officer (CHRO) with the purpose of leading the Company's Employee Engagement & Employment Strategy, in order to increase the number of high potential talent and create a high-performance corporate culture within the Company, providing all the support tools necessary to this possible.

Under his leadership, Vodafone Qatar acquired the ISO 9001:2015 Quality Management Systems (QMS) certification for the organisation of the Human Resources (HR) department, making the Company one of the first in Qatar to acquire this illustrious certificate. He also played a significant role in increasing Vodafone's organizational efficiency by digitizing several aspects of the HR management process and system.

Education

Executive Master's Degree in Strategic Business Management- HEC Paris

BSc, Business Administration- Applied Science University.

Diego Camberos
Chief Operating Officer (COO)

Diego is an accomplished executive with 20 years of international experience in Telco, ICT, Fintech and Digital. Diego is an innovative leader that motivates, develops and builds top performing teams. He has a proven record of success in business turn arounds, top line growth, enhancing profitability and leading organizations to achieve sustainable growth.

He has previously served as the Chief Executive Officer (CEO) of Tigo-Millicom Operations in Senegal and Rwanda, and he occupied numerous management positions across Latin America in organizations such as McDonald's, BK and Trilogy International Partners - VIVA.

Camberos joined Vodafone Qatar in March 2017 first as Consumer Business Director and then as Chief Operating Officer (COO), with the mantle of redefining the Company's corporate identity and branding, revamp the commercial strategy and accelerate its digital transformation.

Under his leadership, Vodafone Qatar has turned around the business which lead to strong top line grown and it has witnessed a historical peak in financial performance, elevating its brand equity as well as diversifying Vodafone Qatar's revenue streams.

Education

Digital Transformation and Innovation – INSEAD, Fountainblue, France

MBA, Business Administration – University of Los Andes, Columbia

BA, Economics and International Studies – University of South Carolina, USA

Ramy Boctor
Chief Technology Officer (CTO)

Ramy Boctor has over 18 years of experience in the Telecommunications industry. He was previously the Chief Technology Officer (CTO) of Mobilink, where he was renowned for improving the technological performance of underperforming teams and rolling-out innovative solutions for perplexing problems.

Boctor joined Vodafone Qatar in February 2014 as Chief Technology Officer (CTO).

Boctor dedicated himself to optimizing Vodafone Qatar's information transfer capabilities, allowing data to move rapidly between distant locations, and he also focused on giving employees, customers and suppliers the ability to collaborate seamlessly irrespective of logistical constraints. By elevating Vodafone Qatar's applicable processing capabilities to a new level and restructuring them in a way that improves their efficiency, Boctor managed to give the Company the high ground in a very competitive market.

He has led the launch of the Company's 4G, 4G+ and 5G networks. In 2020 Vodafone Qatar doubled fibre deployment and home connections within the framework of a Fixed Network. He supervised and overseed the transformation of Vodafone Qatar's digital channels and its analytics, introduced AI into the Company's various corporate paradigms, modernized IT applications and established an open APIs ecosystem within it. Under his leadership, the performance of Vodafone Qatar's network has significantly improved year on year, and with its recent mmWave 5G trial achieving speeds of over 8 Gbps, the Company's expected to continue pursuing an upwards performance trend in the future.

Education

MA, Business Administration – Warwick Business School, United Kingdom

BSc, Telecommunication Engineering – Cairo University, Egypt

Masroor Anjum
Acting Chief Financial Officer (A/CFO)

Masroor Anjum is a fellow member of Institute of Chartered Accountants in Pakistan, with 20 years of diverse leadership experience in the finance and telecom industry.

He started his professional career with PricewaterhouseCoopers in 2001, and then built-up extensive finance experience in the telecommunications industry at Veon, Telenor group and Warid Telecom.

Anjum joined Vodafone Qatar in 2014, and was appointed as Vodafone Qatar's Acting Chief Financial Officer (A/CFO) in April 2021. His main duties include handling the financial forecasting of Vodafone Qatar's budgets and setting the overall direction and management strategy of the finance department, encompassing a wide array of processes such as financial accounting and reporting, financial planning, treasury management, investor relations and supply chain management.

Prior to his current role as A/CFO, Anjum served as Vodafone Qatar's Head of Financial Planning and Analysis and Head of Finance Business Partners, playing a key role in the transformation of the Company's cost structure, which led to a significant improvement in its overall profitability metrics.

Education

Chartered Accountant from Institute of Chartered Accountants, Pakistan

BCom, Commerce- University of Punjab, Pakistan

Planet

“Our digital networks and technologies will play a crucial role in addressing climate change by using natural resources more efficiently and creating a circular economy.”

04 Corporate Social Responsibility

GROWTH

04

CORPORATE SOCIAL RESPONSIBILITY

SOCIAL INVESTMENT

Vodafone Qatar is acutely aware that the private sector shoulders a huge responsibility to the community it operates in. The Company's social investments align with its purpose of connecting the people of Qatar and helping them lead a better future, by building a digital society that enhances socioeconomic progress and adheres to Vodafone Qatar's leading social responsibility programme.

For that reason, the Company takes pride in its several social investment initiatives that have benefited a wide segment of society since Vodafone Qatar started operations in 2009. This year, the Coronavirus (COVID-19) pandemic continued to demonstrate the vital role that our connectivity services and products play in society.

Vodafone Qatar CSR activity highlights for 2021 include:

SUPPORTING THE SME COMMUNITY

This year, Vodafone Qatar launched its Sanad programme for Qatari SMEs, aimed at providing them with mentorship and career guidance services, networking opportunities, and access to various other services that can support their growth and success. In line with the Qatar National Vision 2030 (QNV 2030), the new Sanad business hub is part of the Company's mission to help diversify the SME landscape and create a knowledge-based economy which is characterised by innovation, inspiration and business ethics.

Sanad leverages the power of technology to help SMEs excel in the market and it is part of Vodafone Qatar's mission to use connectivity to create a better future by nurturing an inclusive and sustainable digital society.

INCLUSION FOR ALL

'Inclusion for All' is Vodafone Qatar's main Corporate Social Responsibility pillar – it is an initiative that embodies our commitment towards bridging the divide that exists between people and helping them to equally contribute to society through the use of our technological tools.

In line with this vision, the 'Vodafone for All' programme continued to provide people with disabilities and retired citizens with a 50% discount on Vodafone Qatar plans and a 10% discount on selected handsets with accessibility features.

Vodafone Qatar also prides itself with the fact that all of its flagship stores are staffed with retail advisors poised to communicate using sign language. Building on the sign language training delivered by the Qatar Society for Rehabilitation of Special Needs in 2019, retail staff were given refresher training in the use of customer service and telecom-related signs.

Al NOOR SMARTWATCHES

In 2021, Vodafone Qatar partnered with Doha's Al Noor Institute for the Blind to present the Institute's students with DOT assistive smartwatches. This pioneering innovation for the blind and visually impaired instantly translates messages received on the user's smartphone to braille and forwards it to their watch. The Company also provided the students with complimentary Vodafone Qatar Unlimited plans under its "Vodafone for All" programme, giving them a steady supply of data throughout their educational journeys.

This initiative and the technology it uses have brought tangible qualitative improvements to the daily lives of targeted students. Vodafone Qatar has always sought to harness the power of technology for the ultimate benefit of society, and this objective has always been a key part of its CSR portfolio, and its commitment to achieving inclusivity through technology.

EDUCATION ABOVE ALL

This year Vodafone Qatar announced a new partnership with Education Above All (EAA), to support the Foundation's ongoing efforts to provide quality and relevant access to education for out of school children and youth through its Together "Sawiyan" programme. Vodafone Qatar provided pupils of the local Assalam Schools with telecommunication services and products, giving them access to the latest online learning tools and enabling them to continue their schoolwork outside the classroom, despite the disruption caused by the COVID-19 pandemic.

Vodafone Qatar made this initiative to reaffirm its support for EAA's ongoing fundraising and awareness campaigns, and to also provide digital safety training for Assalam students under its AmanTECH programme, encouraging responsible digital behavior and online safety awareness. Vodafone Qatar has a long history of supporting children education, digital awareness and also providing learning tools and services. This support will ensure that Assalam students are digitally connected and have equal access to the high-quality online educational resources and materials used by their teachers. Through its technology, Vodafone Qatar works bring people closer to each other and help all of the youth population contribute equally and fully to society.

VODAFONE QATAR SUPPORTS QATAR CANCER SOCIETY

In 2021, Vodafone Qatar partnered with Qatar Cancer Society (QCS), to support the charity's efforts to treat cancer patients and raise awareness and education about the disease. In addition to helping QCS fund cancer treatment for patients who otherwise cannot afford it, Vodafone Qatar showed a commitment to using its social media platforms to increase awareness about the importance of early detection, and running annual cancer awareness sessions for its employees.

Through this partnership, Vodafone Qatar aimed to support, empower and advocate for people dealing with cancer, and resolidified its commitment to safeguard the health and well-being of Qatari citizens and residents.

DIGITAL LITERACY

AmanTECH, Vodafone Qatar's award-winning online safety program provides children, parents and teachers with the tools they need to safely navigate the digital world. As communities around the world are moving into a wholly connected global society, the need for training in online safety has never been more pressing. Accordingly, Vodafone Qatar remains dedicated to educating young people and others about the inherent risks of online interactions and internet use to ensure that the web and social media can continue to play a positive role in society.

Last year, the Company engaged more than 5000 school children at the Tarsheed Carnival organised by the Qatar Water & Electricity Corporation (KAHRAMAA). During the carnival, children were taught about online safety through four fun interactive activities via AmanTECH's Augmented Reality (AR) game. The activities revolved around user-friendly do's and don'ts, pointers on how to create a strong password, ways to prevent cyberbullying and identify fake messages, the measures and means required to protect personal information on the internet, and guidelines on how to safely share photos and information on social media.

EASY DONATIONS

Launched in 2017, "Easy Donations" is a monthly recurring charitable donation service for Post-paid customers that allows them to donate an amount ranging between QR 100 and QR 300 to one or both of the participating charity organizations, Qatar Charity and Qatar Red Crescent. The selected charity receives one hundred percent of the donated amount. No additional fees are applied to either the customer or the charity organisation.

ENVIRONMENTAL PROTECTION

Vodafone Qatar believes the view that urgent action is needed to address climate change, and continues to implement measures into our business practices around greenhouse gas emissions, energy, resources, and waste. We are accountable for the wellbeing of the planet and future generations and are continuously aiming to improve and protect our environmental performance.

Vodafone Qatar's support for environmental causes is not only external, as we are committed to implementing environmental protection initiatives within our own company, from the use of recycling bins in our HQ and retail stores, to our environmentally friendly SIM card made from fully recyclable materials, and by continuing to reduce the number of paper recharge cards that are sold in the market.

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CORPORATE SOCIAL RESPONSIBILITY

We are committed to reducing our impact on the environment while constantly improving our customer experience, including by digitizing how our customers purchase recharge in the market. We have now rolled out hundreds of digital payment machines, which empower retailers to enable the consumer to pay their bills and purchase recharge without having to use a paper-based service. This both reduces paper and packaging and the associated negative climate impact, while at the same time offering a much-improved experience for both retailers and consumers.

We also continue to convert sites within our network to commercial power to avoid direct fuel consumption, which implies higher carbon dioxide (CO_2) emissions. Compared to normal sites, the average fuel consumption of these sites has decreased by 40%, thereby positively contributing to reducing our climate impact. In addition, we operate with multiple energy efficiency initiatives, including installing Power Cubes; a green energy solution that stores lost power. Going forward, our aim is to switch to renewable energy providers as we work towards a net-zero future.

TOGETHER WE CAN

Vodafone Qatar introduced its new brand positioning - 'Together We Can' – in 2021, to demonstrate its belief that the partnership between technology and society can build a better future. The experience of the COVID-19 crisis has made it clearer than ever that connectivity and technology play a critical role in keeping society members, businesses and governments inter-connected.

As a purpose-led company, Vodafone Qatar knows that technology can improve lives, and this new positioning builds further momentum to its goals of connecting people with one another for a better future and creating an inclusive and sustainable digital society. The "Together We Can" message is being further reinforced by the Company's deployment of GigaNet networks, enhancing connectivity for people and businesses in Qatar, and supporting education, health and wellbeing initiatives.

Digital Society

“New technologies will not only bring people closer together, but they will also allow societies to connect with the cities they live in and improve individuals’ quality of life in unprecedented ways.”

05 Review of the Year, Financial and Operational Highlights

HIGHLIGHTS

05

REVIEW OF THE YEAR, FINANCIAL AND OPERATIONAL HIGHLIGHTS

A CORPORATE REBRAND

We Changed our Brand Positioning Statement from "Ready?" to "Together We Can"

The world went through some major changes over the last couple of years, and as we were all collectively fighting against the Covid-19 pandemic, we were all forced to adapt to a new understanding of "Normal Life". In more ways than one, these trying times brought out new ways for humanity to connect, where technology and Innovation had an instrumental role to play in our swift recovery from the pandemic's socio-economic and macroeconomic impact, and in our transition from "crisis" to "recovery".

Our original Brand Positioning Statement 'The Future Is Exciting – Ready?', was introduced in 2017 to celebrate our optimism about the exciting impact that technology and innovation can have on society. Today, with digital transformation, cloud AI, IoT, 5G, and countless other technologies made available for use, we are at the cusp of a new era of technological advancement. During this time, the purpose of our previous Brand Positioning Statement stands wholly fulfilled, as we are already living in the exciting future we had once envisioned. Consequently, Vodafone chose to return to the underlying foundation that initially drove its incorporation, which is helping humans better communicate with one another and establish caring and nurturing communities that care about the planet and future generations. As such, we adopted the new Brand Positioning Statement : "Together We Can", to celebrate the human spirit and show our commitment to fully immerse and merge the human element into the wonderful world of technology, working synergistically towards a more productive and sustainable future.

Together for Sustainable Living

In many ways, Vodafone has managed to position itself as a beacon of sustainability in Qatar, not only through its products and services, but also through some of the projects that it has conducted and endorsed via its partnerships. A recent example is our collaboration with the innovative Qatari start-up, Loop Mobility, to safely and effectively power its smart electric scooter sharing service which operates a fleet of over 500 environmentally friendly e-scouters that are interconnected through a tailor-made IoT solution that we made to specifically meet the company's needs.

We did not limit our sustainability contributions to the field of transportation, as we were also working diligently to make smart homes a reality in Qatar, ensuring that the technological infrastructure required to support it is available. A prime example of this is Msheireb Downtown Doha, one of the smartest and most sustainable regeneration projects in the world, where Vodafone provided the 5G technology and infrastructure required to power its smart features and operations.

Together for a Healthier Society

We have always been huge advocates of sport innovations and community events because we firmly believe that they play a major role in promoting a culture of health and fitness across Qatar. We have partnered with several exciting sports initiatives such as the Qatar Olympic Committee for the Beach Games, PadelIn FIP Tournament, the Qatar Golf Masters tournament and the Red Bull Car Park Drift. Our contributions to this sector were so far reaching that we even became the 'Official Telecom Partner' of the Arabian Horse Festival and a sponsor of the very popular Emir Swords Championship. We also developed an AR app during last year's lockdown to celebrate Qatar National Sports Day.

Additionally, we have long supported the healthcare sector in Qatar, by providing it with technologically advanced solutions such as "Lively Home" by "GreatCall", which is a HealthTech system of remote sensors that enables professionals and families to monitor the movement patterns of their patients and relatives. Moreover, our state-of-the-art 5G network powers fitness trackers and smartwatches across the country so that people can challenge themselves and improve their health every day with a great degree of safety and control.

Together for a Digitally Transformed Country

We have also been utilizing our technology and expertise to help Qatar transition into a knowledge-based economy, as per the Qatar National Vision 2030. Our corporate social responsibility (CSR) initiative, Sanad works to support small and medium-sized enterprises (SME) in Qatar. The program offers participants mentoring and career advice, provides them with networking opportunities, and gives them access to various facilitations services, to help support the growth and success of Qatari SMEs.

We have also been championing innovation through special solutions and services to accelerate the nation's digital transformation. For instance, our enhanced IoT Fleet Management solutions have been enabling businesses to maximize the efficiency of their fleet operations, and the new features we have introduced to our Software Defined Network (SDN) offered businesses a chance to enhance the level of agility and control they have over their operations, and increase their overall efficiency. Another great example of our contributions to the Qatari digitization process is "Push-to-Talk Plus", our next-gen walkie-talkie like service designed for use by dispersed employees, representing an ideal solution for construction sites, ports, airports, stadiums, malls, hotels, and any other business where people need to work together and actively communicate with real-time responsiveness. Needless to say, the future is Digital.

GETTING CLOSER TO OUR CUSTOMERS

Retail footprint and experience

Leading in retail means efficiently expanding our footprint to be closer to our customers, being strategically present across the country and offering an unparalleled customer experience. Today, we have 28 retail stores across Qatar, and we plan to continue expanding our scope of operations and market share and mindshare within the country. Each one of our stores takes customers on a branded journey where they experience the quality, convenience, transparency, simplicity, and the reliability of Vodafone Qatar's unmatched products & services.

Managing Services during Pandemic

The pandemic undoubtedly had an impact on our overall operations and services. However, we quickly came up with a methodical business contingency plan to ensure we could continue to meet, if not exceed, the service and quality expectations of our customers. We supported the government by having traveller Kiosks at Saudi Borders download the Ehteraz app during their stay in Qatar. Vodafone Qatar also worked closely with Qatar Duty Free to ensure that all travellers are provided with sim cards to be able to download the Ehteraz app on their mobile phones at Hamad International Airport and at the Mekaines Camp Kiosk. We also assigned a special task force to oversee that our service distribution reached all key areas within Qatar, including the industrial area that was subjected to strict lockdown rules.

We also took all the measure necessary to ensure that all our front-end staff members were vaccinated and that they adhered to the safety protocols stipulated by the government. All open stores and kiosks followed the strictest health & safety guidelines and implemented the precautionary measures necessary to guarantee the wellbeing of both customers and employees. Sanitizers, face-masks and gloves were made available to, and used by, all customers and employees, notwithstanding the temperature checking and social distancing procedures that were enforced within all Vodafone Qatar-owned premises.

As for customers who were under mandatory isolation, we partnered with Talabat to give them the ability to have recharge cards delivered to their doorsteps, and enjoy the convenience of being able to pay their bills from the safety of their homes.

Expanding Digital Footprints

As a telecommunications company, outreach and coverage are integral to our brand identity.

ٍFurthermore, we also added 70 Self Service Machines (SSM) during 2021 which have the ability to accept bill payments and balance recharges. These new SSMs have been deployed at our retail stores, Qatar Rail metro stations, labour camps and Mass Market Outlets.

The Qatar Rail project is currently at the forefront of innovation and development in the country with thousands of people using the metro for their daily transportation needs. Our Self-Service Machines (SSMs) are now conveniently available for commuters in 7 Doha Metro Stations- Msheireb, Umm Guwalina, West Bay, and Wakrah Rayyan, Hamad Hospital & Al Mansoura.

INNOVATION THROUGH RESPONSIBLE DATA ANALYTICS

Vodafone Qatar continues to evolve as one of the leading users and now providers of Big Data and Advanced Analytics in Qatar. In 2021, we have expanded our internal expertise and investment this field of Technology to generate superior commercial returns. It is with much pride that we take credit for introducing a wide range of Big Data and Advanced Analytics solutions and services for Qatari governmental and corporate organizations. Furthermore, we are delighted to be partnering with Qatar Tourism, an organization that will undoubtedly play an essential and foundational role in the realization of Qatar National vision 2030, and which will be at the very heart and centre of the proceedings of FIFA World Cup 2022. The fact that Qatar Tourism has chosen Vodafone Qatar to provide it with Big Data & Advanced Analytics solutions is a solid testament to the quality and reliability of the services that we provide, and it is a milestone that we will gladly add to our corporate portfolio.

While the aforementioned prospects of digital progress may seem daunting at face value, privacy and data security were, are, and shall always be, our highest priority. Ever since our privacy policy was updated in Q4 of 2019, we have continued to see that by placing this above all other commitments, our customers felt more secure and confident in dealing with Vodafone Qatar as ever-evolving digital communication and Big Data technologies started to rapidly take the Global Telecommunication Landscape by storm. Vodafone Qatar is committed to exceeding customer expectations in this area and we strive to go beyond simply meeting our legal obligations when it comes protecting and securing customer data. Our dedication to this aspect of our business and our investment towards optimizing it to the largest extent possible stand above everything else.

05

REVIEW OF THE YEAR, FINANCIAL AND OPERATIONAL HIGHLIGHTS

WE CARE

Customer experience has become a critical differentiator in today's competitive global marketplace. Our customer experience strategy, We CARE, ensured that our customers were confidently connected to our network, received excellent value for their investment in our services, rewarded for their loyalty to our brand and provided with seamless access to our professional support team.

In 2021 we accelerated the pace of our digital transformation journey, by mainly focusing on scaling up real-time and personalised offers, deploying artificial intelligence, and radically simplifying our customers' access and use of our digital services, while still continuously focusing on optimizing their experience.

Voice of the Customer (VoC), one of our key projects in 2021, was initiated in Qatar alongside Vodafone Group to support our vision of optimizing and simplifying operations by proactively shifting contacts from conventional channels to modernized digital ones, as well as automating all of our innovative endeavours by providing a digitally integrated and smart-technology-based customer experience.

Our front liners also provided our customers with an unparalleled experience characterized by a superior quality of service, leading to extremely positive results in our Touchpoint Net Promoter Score (TNPS), Net Promoter Scores (NPS) and Customer Effort Scores (CES), which were all conducted by receiving direct customer feedback. Our quick and consistent intervention momentum ensured that homes remained connected to our network without any problems or disruptions. This reliability allowed us to broaden our horizons and reach new customers. We were also able to keep our customer care centres fully-operational even when our agents had to work from home during the first half of the year to circumvent any potential spread of Covid-19, thus ensuring that the safety of our employees did not come at the expense of our service quality.

Our digital strategy this year focused on providing our customers with a fluid and effortless experience by accelerating our digital transformation process. As such, we have further enhanced our digital channel capabilities and optimized our Digital design to deliver a faster & smoother experience for our customers. All of these Initiatives were applied to both the My Vodafone App and the Vodafone Qatar website to make the process more convenient and to facilitate the fulfilment of our customer requests.

We have also increased the use of technology to deepen our sales & support engagement with customers by migrating operations from manual interactive models to cutting edge models that are assisted by AI as part of a new method referred to as "Conversational Marketing". With this new approach, we have observed a shift in behaviour where customers preferred using the new Interactive Conversation based approach over the rigid manual one.

As we are undergoing a rapid digital transformation, in 2022, we will focus on enhancing our digital capabilities including artificial intelligence (AI) and robotic process automation (RPA), which will allow us to radically simplify our operations by reliably automating them, and give us the ability to significantly improve the efficiency of all our commercial and technological decisions, especially since we will be supplying our customers with a strikingly convenient and smooth experience.

GIGANET – ENABLING CUSTOMERS TO CONNECT TO A BETTER FUTURE

Our GigaNet network constitutes the foundation of our products and services. Through this network, we are building and expanding a Gigabit society where everything and everyone is instantly connected whenever they want and wherever they are. We are committed to enabling business success and sustainability in a constantly changing digital world. In 2020, to meet the growing demand for data and digital connectivity solutions, we made major investments to upgrade our network and IT systems, to provide our customers with a secure and reliable network across Qatar. In 2021, we further reinforced our position by making the following significant and impactful investments:

IT Transformation:

We Launched a complete IOT product stack delivering 2 use cases for fleet management and asset tracking. Currently, Vodafone Qatar IOT is supporting Kahrama's (Qatar General Electricity & Water Corporation) new smart meters which were rolled out throughout the country as part of an effort to digitize the Qatari utilities industry. Around 600 thousand smart meters are now interconnected via Vodafone Qatar's efficient and effective IOT network.

Furthermore, we've delivered 185 new products, produced numerous feature enhancements and created new applications, while still focusing on improving delivery quality, ultimately managing to mark a less than 3% rollback rate. We also managed to achieve a 78% rate of IT application modernization, and we are now working on modernizing additional applications to exceed the rate of 90% by the end of the first half of the next year.

Further expanding 5G networks:

We are constantly expanding our 5G network to propel Qatar's economic growth and provide businesses and individuals alike with access to the latest 5G technologies. We expanded our 5G connected sites and enhanced our network capacity and capabilities by deploying over 700 4T4R Sites, improving the 5G mobility of our sites and station using the latest 5G carrier FDD-NR. This investment also allowed us to increase customer 5G coverage by 30% and to greatly enhance their experience of the technology.

Expanding and nearly doubling Vodafone Qatar's Fibre Network:

Optical Fibre Networks are still a staple of reliable and accessible internet services, and for this reason, we have continued to expand our Fibre Network to reach more businesses and home customers, giving them a resilient, fast and secure digital connection across Qatar. This expanded and secure connectivity ensured we kept more customers confidently connected to the internet, especially during advent of COVID-19 that imposed a new normal for work, learning and life in general.

Extending our Mobile Coverage:

As part of our preparations for these two major events, we made sure to do what's necessary to provide all stadiums and training sites linked to FIFA World Cup 2022 and the Arab Cup with excellent 4G & 5G coverage. All stadiums are now powered by Vodafone Qatar 5G which has been successfully tested during the last Amiri cup.

Vodafone Qatar also brought forth unique mobile network innovations by introducing the new world class mmWave 5G which provides customers with speeds of close to 4Gbps per user, and more than 7Gbps for network systems. We have also upgraded our core network capacity and capabilities while maintaining the network's much celebrated stability and top-end quality.

Network Performance

Independent Network Performance Audits:

There is no better proof of quality than withstanding thorough scrutiny, this is why we are proud to share that after subjecting Vodafone Qatar to independent auditing, we maintained network availability at a world standard level (above 99.9%).

Network Operation Center modernized locally in Qatar before end of 2021 in preparation of FIFA Arab Cup ™ and FIFA World Cup ™.

Active preparations ongoing to ensure world class standards for Arab Cup broadcast network (in Qatar).

Another achievement was our ability to deliver enhanced security features through cloud DDoS protection. We can now ensure that our customers are well protected from major sized DDoS attacks.

Innovation

In order to maintain our competitive edge and support Qatar's 2030 National Vision, we are running trials for the introduction of Artificial Intelligence and Machine learning advanced techniques in network operations. These two prospects will have use-cases that will revolutionize the way network operations will be conducted.

Cybersecurity

As there is no sign of decrease in demand for data services locally and globally, and as our network continues to expand and the world slowly moves towards operating within an interconnected digital universe, the cybersecurity demands of our businesses and customers are becoming exponentially greater and more imposing. For this reason, we constantly strive to attract new human capital and talent that can consistently strengthen and upgrade our Cybersecurity Risk Prevention & Defence Systems, allowing us to protect the data of our customers utilizing state-of-the-art technologies.

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REVIEW OF THE YEAR, FINANCIAL AND OPERATIONAL HIGHLIGHTS

PROVIDING MORE TO ENTERPRISE CUSTOMERS

In line with our strategy, Vodafone Qatar was always delivering solutions that supported the digital transformation of business, but in response to most recent events and developments, the need for complete digital service packages has greatly accelerated our digital transformation journey, giving us the necessary foundation to make the best out of the exciting new opportunities presented in the period leading up to the 2022 World Cup, and which are likely to keep on presenting themselves in the period beyond.

In 2021, the country was gearing up and getting prepared for the biggest event in its history. For many years, companies and enterprises of all backgrounds and sizes have invested in their own ways in many services, products, and solutions, to be part of the eco-system that this Global Championship brought with it.

From construction, to hospitality and tourism, to education, sports, retail & F&B, we were all keen to contribute to the event in one way or another, ensuring that innovative solutions, state-of-the-art technologies and engaging experiences are brought to life in line with the Qatar National Vision 2030.

For Vodafone Qatar, 2021 was merely a transitional year. The new normal that was imposed by Covid-19 in2020 was adapted into our corporate culture and integrated into our understanding of "Business as Usual", and this is especially evident since 2021 was marked by the following milestones: .

VODAFONE QATAR CONTINUED TO EXPAND ITS FIBRE FOOTPRINT THROUGHOUT 2021: We increased our fibre footprint, now reaching more business areas, allowing us to connect a higher number of new customers than the previous year. Our state-of-the art high-speed fibre is now connecting and enabling enterprises to optimize, automate, and innovate using Vodafone Qatar's GigaNet Fibre.

Jan 2021: VODAFONE QATAR LAUNCHED PUSH-TO-TALK PLUS FOR INSTANT VOICE, VIDEO AND TEXT COMMUNICATION: We stayed true to our commitment to bring the latest innovations to the market with the launch of Vodafone Qatar Push-To-Talk Plus- an advanced mission critical service that, with the mere push of a button, provides a channel of instant and secure communication between individuals or groups, powered by Vodafone Qatar's GigaNet Nationwide Network.

Mar 2021: VODAFONE QATAR WAS THE OFFICIAL TECHNOLOGY SPONSOR OF AGRITEQ 2021: We were delighted to operate as the Official Technology Sponsor of Qatar's 8th International Agricultural Exhibition (AgriteQ) and Qatar's second International Environmental Exhibition (EnviroteQ) which took place between the 23rd and 27th of March in Doha Exhibition and Convention Center

May 2021: VODAFONE QATAR UNVEILED AN ENHANCED IOT FLEET MANAGEMENT SOLUTION: With this new service, we will be enabling businesses to maximise the efficiency of their fleet operations. The latest iteration of this solution delivers real-time information such as traffic data, vehicle location, fuel consumption, vehicle status and employee work-time, and is managed end-to-end by Vodafone Qatar.

Aug 2021: VODAFONE QATAR LAUNCHED NEW SDN FEATURES FOR BUSINESSES: As part of our commitment to consistently optimize our customer experience, we introduced new and enhanced features to our Software Defined Network (SDN) solution, to offer businesses an increased level of agility, control and efficiency, and to power the future of digital transformation in Qatar.

Oct 2021: VODAFONE QATAR WAS NAMED THE OFFICIAL INNOVATION PARTNER OF PROJECT QATAR 2021: As the official Innovation Partner, we made sure that visitors to this year's Project Qatar were able to see first-hand the innovative solutions that can empower businesses in the construction industry on their digital transformation journeys.

Nov 2021: VODAFONE QATAR TOOK PART IN HOSPITALITY QATAR 2021: We reaffirmed our desire to support all Qatari sectors by taking part in Hospitality Qatar, the country's exclusive and longest-running International Hospitality and HORECA Trade Show. The exhibition usually covers a wide range of themes varying between Hotel Supply and Design, Hotel Franchising and Investment, and Food and Beverages products and services.

Nov 2021: VODAFONE QATAR LAUNCHED AN INIATIVE TO SUPPORTS SMALL & MEDIUM BUSINESSES WITH NEW BUSINESS BROADBAND PLANS: We launched new carefully designed broadband plans that would enable SME to enjoy value added services such as Microsoft 365 and social wifi offered with Vodafone Qatar's reliable network to support their business growth.

05

REVIEW OF THE YEAR, FINANCIAL AND OPERATIONAL HIGHLIGHTS

OUR PEOPLE AND CULTURE

In a defining and challenging year like 2021, our employees proved once more that they are one of the main pillars of our Company's success. Their commitment and agility delivered a great network performance and an outstanding customer experience, ensuring that businesses, individuals and families were confidently connected as the pandemic introduced a new normal.

The Vodafone Qatar Way underpins the Company's culture and purpose, which at its core focuses on three principles: speed, simplicity, and trust. We want our people to respond swiftly and effectively to challenges and opportunities, especially those that affect our customers. Avoiding unnecessary bureaucratic, costly, and cumbersome internal processes is a priority. The Company's culture ensures business activities and decisions recognise the importance of earning and retaining the trust of our customers, employees, and stakeholders.

The Company's leaders foster a culture where communication, teamwork, and trust come together to enable great outcomes. It is this culture that continues to drive innovation across our business.

Attracting and developing great people

Building a solid base of future leaders is critical for the sustainability of our organization, which is why in 2021, we continued hiring Qataris in our Discover Graduate Programme and Internship programme despite the challenges posed by the pandemic. Due to the current circumstances, Vodafone Qatar designed a hybrid internship to give students the flexibility to work on projects in the office and remotely. The programme created a valuable opportunity for the interns to build a professional network while learning the in-demand skills that will enhance their future employment prospects.

Vodafone Qatar attended various virtual career fairs this year to identify the 'next generation' of Vodafone Qatar leaders and hire the best rising talent from Qatari universities. We have also made great strides over the year to increase the number of Qataris in the Company as part of our commitment to the Company's Qatariation strategy and to increase the number of Qataris in the Company.

Our Youth programme is part of our Qatarization initiative, which is an integral part of Qatar's 2030 National Vision that is aimed at developing the Qatari workforce through education and training. This is a fundamental part of our organization's transition towards adopting a business strategy that optimally utilizes the productive capabilities and creative insights that young people have to offer.

Since our human capital is our biggest asset, it is within our aims to develop future talent and build key capabilities within the business, bringing creativity and innovative digital solutions to life. As such, we made sure to remotely continue building the capacities and improving the skills of our existing employees, using all the virtual mediums, applications and technologies currently available. Furthermore, considering that the telecommunications industry was undergoing constant changes, we also used all the means available to us to attract new talent and excel in this rather crucial period of the market's cycle.

Recognising performance

Our reward programme is one of the leading HR programmes in Qatar and a core part of our retention strategies. We reward people based on their performance, potential, and contribution to our values and success. To maintain compliance with our fair pay standards, we regularly benchmark and monitor our pay practices on a regional and industrial level. This ensures that our pay practices, including retirement and other benefit provisions, are:

- Compliant with all local legislations
- Free from discrimination
- Market competitive
- Easily understood

Short-term incentive plans are offered to a large percentage of employees. Senior managers are eligible for global long-term incentive plans. Our arrangements are subject to company-level and individual performance metrics.

Promoting health & safety practices

The health, safety and wellbeing of our partners and suppliers have always been and will continue to be our top priority. That being said, Vodafone Qatar is keen on adhering to its responsibility by integrating health and safety rules in the Company's core values. Accordingly, the management team led by example and conducted visits to different locations during every quarter of the year, with the aim of ensuring that health and safety protocols were in place. Such initiatives have helped instil a culture of attentiveness, thereby encouraging our partners to recognize the value of, and live by, the same standards.

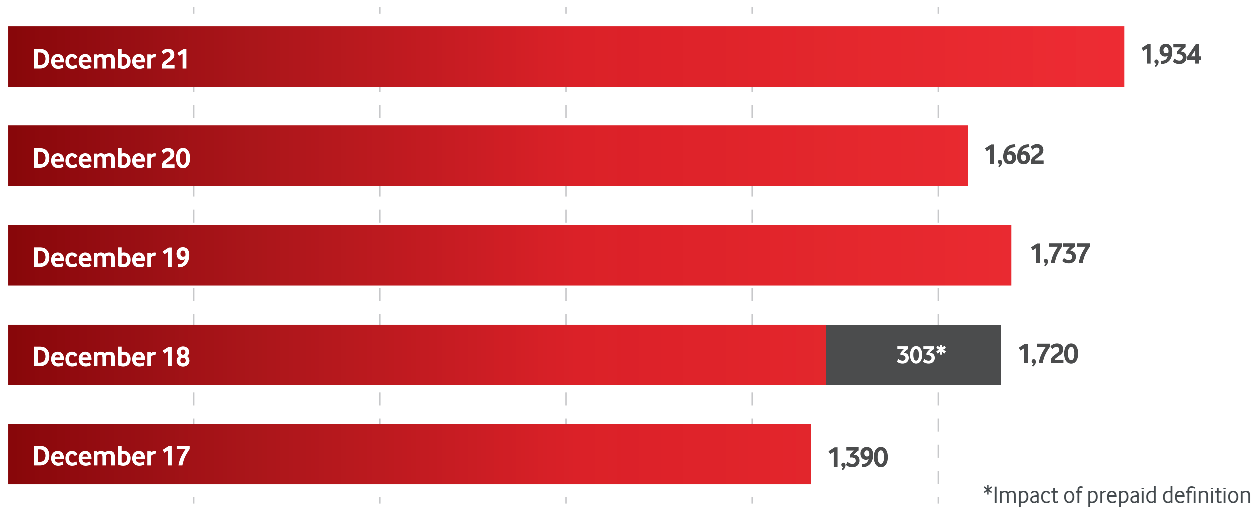
Creating productive workspaces

Well-designed workspaces have been proven to increase both the productivity and the wellbeing of employees. For this reason, and along with our further vision, our management took the decision to relocate our Headquarters to new locations, in Msheireb Downtown, the new Smart sustainable district in the heart of Doha, and Lusail City, the newly developed area for business and leisure.

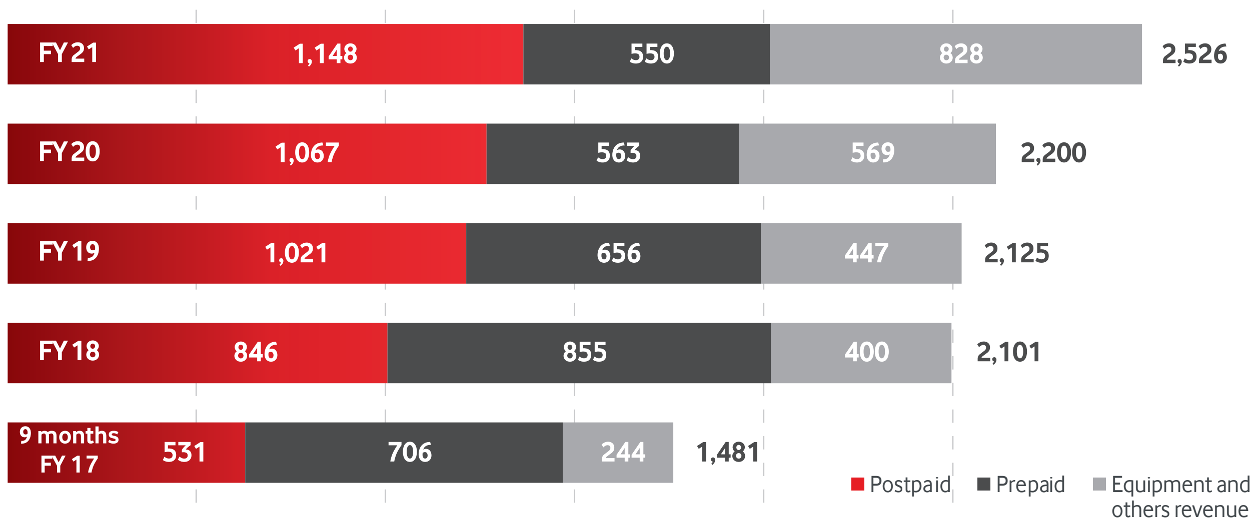
The project was managed directly by Vodafone Qatar management, to ensure that timelines and quality standards would exceed expectations, which led to a successful project closure and Headquarters relocation.

05 REVIEW OF THE YEAR, FINANCIAL AND OPERATIONAL HIGHLIGHTS

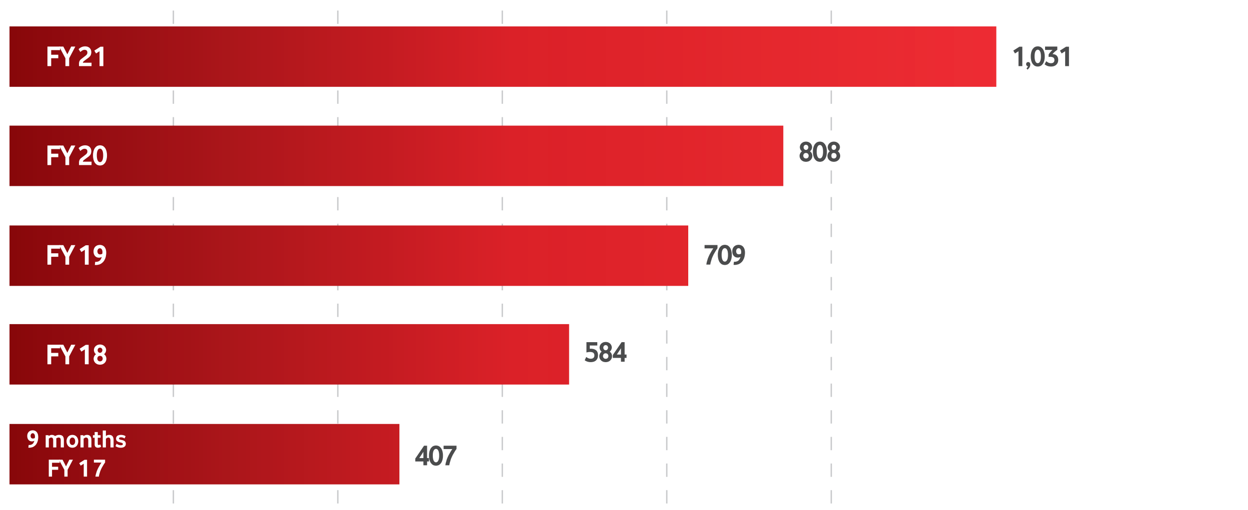
Mobile Customers (000)



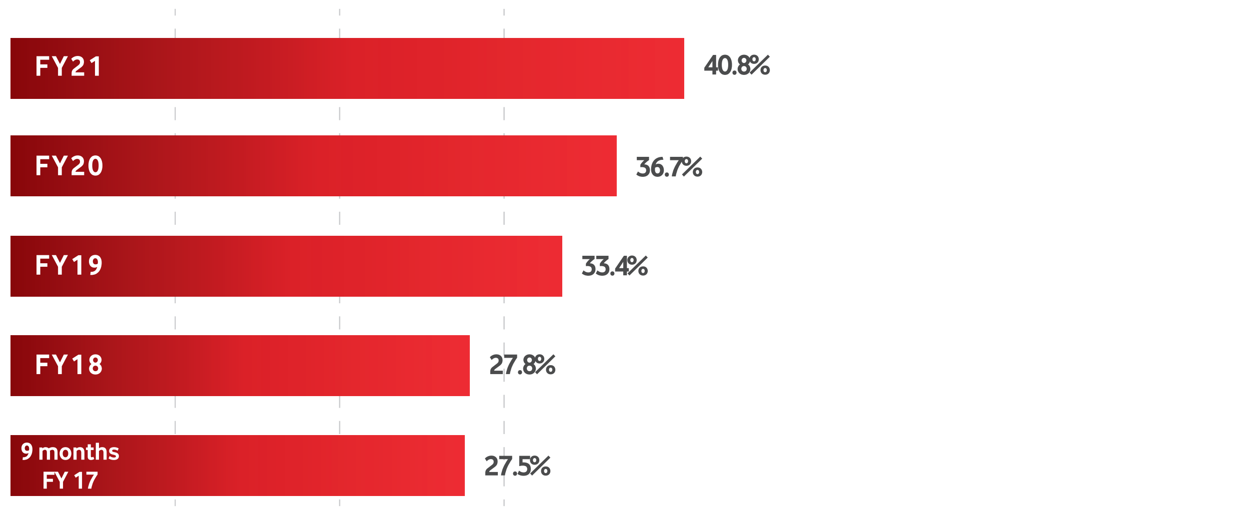
Revenue (QR m)



EBITDA (QR m)

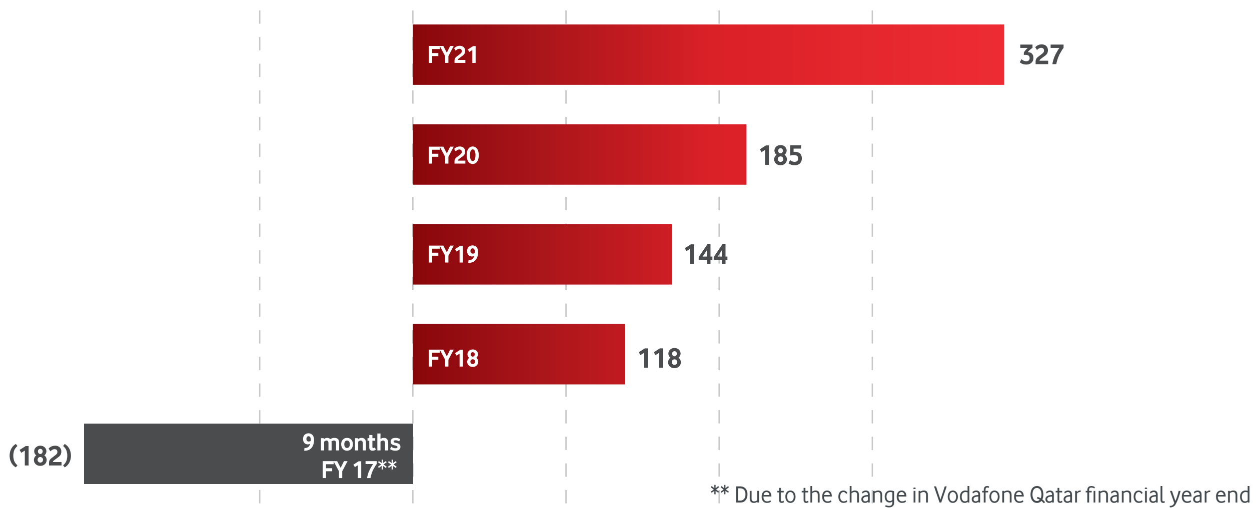


EBITDA Margin (%)

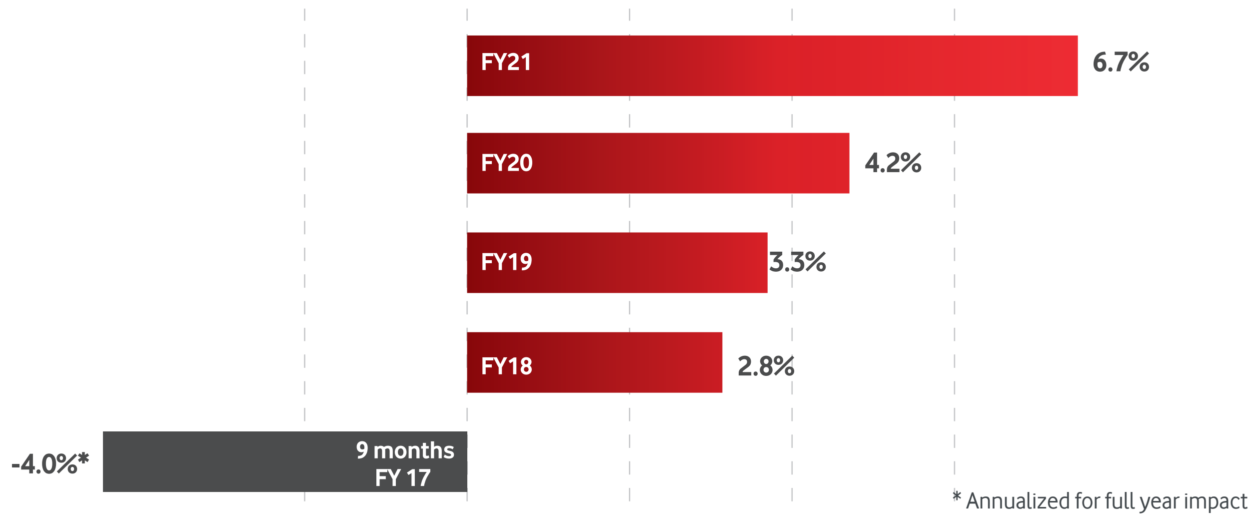


05 REVIEW OF THE YEAR, FINANCIAL AND OPERATIONAL HIGHLIGHTS

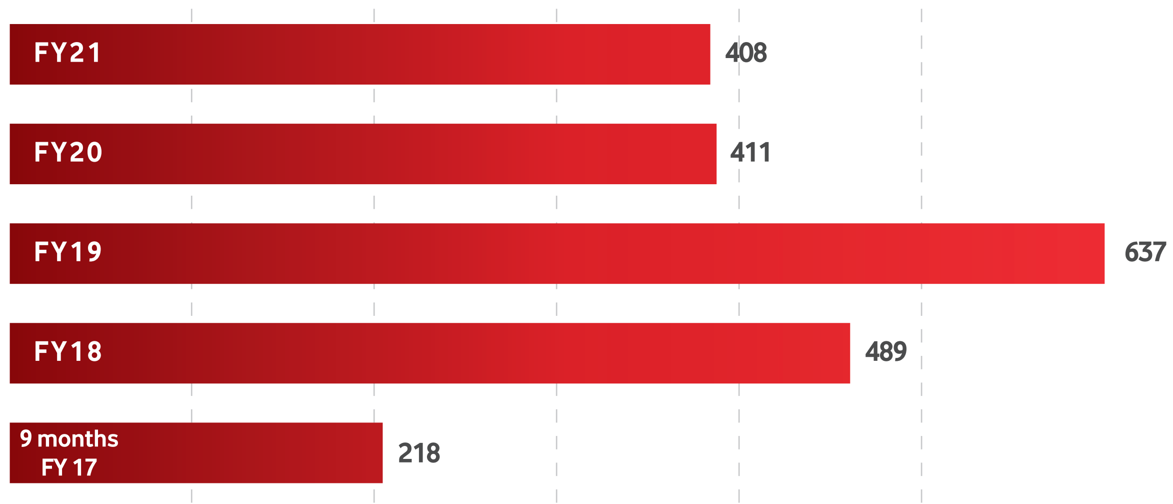
Net Profit / (Loss) (QR m)



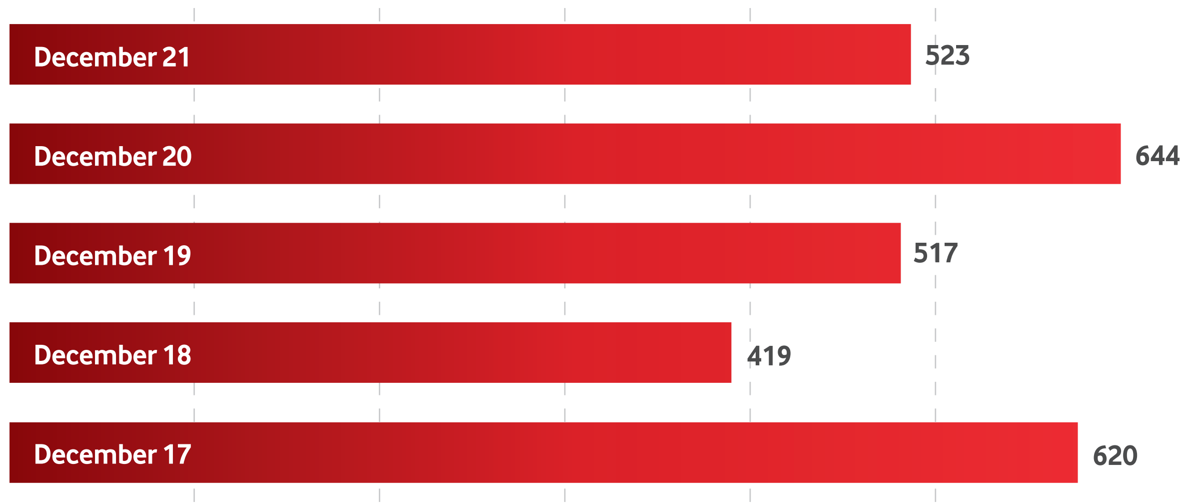
Return on Capital Employed (%)



Capital Expenditure (QR m)



Net Financing Position (QR m)



06 Consolidated Financial Statements

PROGRESS

06

Independent auditors' report

To the Shareholders of Vodafone Qatar P.Q.S.C

Opinion

We have audited the consolidated financial statements of Vodafone Qatar P.Q.S.C (the 'Company') and its subsidiaries (together the 'Group'), which comprise the consolidated statement of financial position as at 31 December 2021, the consolidated statements of income, comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2021, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

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

Other Matter

The consolidated financial statements of the Group as at and for the year ended 31 December 2020 were audited by another auditor who expressed an unmodified opinion on those statements on 2 February 2021.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters

Key Audit Matters (continued)

Revenue recognition and related IT systems

See Notes 3, 5 and 28 to the consolidated financial statements.

The key audit matter	How the matter was addressed in our audit
The Group reported revenue of QR 2,525,918 thousands from telecommunication and related activities. We focused on this area due to: the complexity of the Information Technology (IT) systems, volume of transactions, involvement of judgements in the application of the revenue recognition accounting standards; and inherent risk around accuracy and occurrence of revenue recorded.	Our audit approach included a combination of test of controls and substantive procedures, in particular, the following: • Obtaining an understanding of the significant revenue processes including performance of an end to end walkthroughs and identifying the relevant controls including IT systems, interfaces, revenue assurance and reports • Testing the design, implementation and operating effectiveness of key internal controls over recording of revenue including involving our internal specialists to test key automated application and general IT controls; • Performing substantive audit procedures on significant revenue streams including analytical procedures and/or test on the accuracy of invoices on a sample basis, as applicable; • Reviewing key reconciliations performed by the Revenue Assurance team • Assessing the appropriateness of the accounting policies adopted in revenue recognition for existing and new revenue streams; • Assessing the overall presentation, structure and content of revenue related disclosures to the consolidated financial statements to determine if they are in compliance with the IFRS.

06

Independent auditors' report (continued)

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the consolidated financial statements and our auditors' report thereon. Prior to the date of this auditors' report, we obtained the report of the Board of Directors which forms part of the Annual Report, and the remaining sections of the Annual Report are expected to be made available to us after that date.

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

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

If, based on the work we have performed on the other information that we have obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Board of Directors for the Consolidated Financial Statements

The Board of Directors is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

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

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

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

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

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

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

Report on Other Legal Requirements

As required by the Qatar Commercial Companies Law No. 11 of 2015 and its related amendments, we also report that:

1. We have obtained all the information and explanations we considered necessary for the purposes of our audit.
2. The Company has maintained proper accounting records and its consolidated financial statements are in agreement therewith.
3. We have read the report of the Board of Directors to be included in the Annual Report, and the financial information contained therein is in agreement with the books and records of the Company.
4. Furthermore, the physical count of the inventories was carried out in accordance with established principles.
5. We are not aware of any violations of the applicable provisions of the Qatar Commercial Companies Law No. 11 of 2015 or the terms of the Company's Articles of Association and any amendments thereto having occurred during the year which might have had a material effect on the Company's consolidated financial position or performance as at and for the year ended 31 December 2021.

02 February 2022	**Gopal Balasubramaniam**
Doha	**KPMG**
State of Qatar	**Auditor's Registration No. 251**
	Licensed by QFMA: External Auditor's License No. 120153

CONSOLIDATED STATEMENT OF INCOME

VODAFONE QATAR P.Q.S.C.

For the year ended 31 December 2021

	Notes	Year ended 31 December	
		2021	2020
		QR'000	QR'000
Revenue	5	**2,525,918**	2,199,624
Interconnection and other direct expenses	6	**(855,860)**	(724,133)
Network and other operational expenses	7	**(367,826)**	(403,951)
Employee salaries and benefits		**(242,961)**	(228,298)
Expected credit losses	14	**(28,745)**	(35,230)
Depreciation of property, plant and equipment	12	**(336,775)**	(261,531)
Amortisation of intangible assets	13	**(190,281)**	(178,375)
Depreciation of right-of-use assets	18	**(100,690)**	(98,965)
Loss on disposal of property, plant and equipment		**(672)**	-
Industry fee	8	**(39,367)**	(21,054)
Operating profit		**362,741**	248,087
Finance costs	22	**(30,340)**	(39,609)
Other financing costs	9	**(6,331)**	(25,063)
Other income	10	**1,327**	1,676
Profit for the year		**327,397**	185,091
Basic and diluted earnings per share (in QR per share)	11	**0.077**	0.044

This statement has been prepared by the Group and stamped by the Auditors for identification purposes only.
The accompanying notes 1 to 31 form an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

VODAFONE QATAR P.Q.S.C.

For the year ended 31 December 2021

	Year ended 31 December	
	2021	2020
	QR'000	QR'000
Profit for the year	**327,397**	185,091
Other comprehensive income	**-**	-
Total comprehensive income for the year	**327,397**	185,091

The accompanying notes 1 to 31 form an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

VODAFONE QATAR P.Q.S.C.

As at 31 December 2021

	Notes	31 December 2021	31 December 2020
		QR'000	QR'000
Non-current assets			
Property, plant and equipment	12	**1,637,538**	1,646,698
Intangible assets	13	**4,168,793**	4,279,612
Right-of-use assets	18	**291,185**	371,621
Trade and other receivables	14	**92,323**	27,404
Total non-current assets		**6,189,839**	6,325,335
Current assets			
Inventories	17	**34,728**	21,848
Contract assets	15	**33,234**	22,003
Contract costs	16	**8,949**	3,023
Trade and other receivables	14	**388,025**	279,245
Cash and bank balances	19	**189,508**	174,854
Total current assets		**654,444**	500,973
Total assets		**6,844,283**	6,826,308
Equity			
Share capital	20	**4,227,000**	4,227,000
Legal reserve	21	**96,913**	76,334
Retained earnings		**272,540**	185,257
Total equity		**4,596,453**	4,488,591
Non-current liabilities			
Loans and borrowings	22	**506,238**	612,684
Provisions	23	**83,078**	72,092
Lease liabilities	18	**197,059**	282,704
Trade and other payables	24	**-**	29,317
Total non-current liabilities		**786,375**	996,797
Current liabilities			
Loans and borrowings	22	**206,156**	206,652
Lease liabilities	18	**135,842**	112,727
Trade and other payables	24	**1,119,457**	1,021,541
Total current liabilities		**1,461,455**	1,340,920
Total liabilities		**2,247,830**	2,337,717
Total equity and liabilities		**6,844,283**	6,826,308

These consolidated financial statements were approved by the Board of Directors on 02 February 2022 and were signed on its behalf by:

Abdulla Bin Nasser Al Misnad
Chairman

Rashid Fahad Al-Naimi
Managing Director

This statement has been prepared by the Group and stamped by the Auditors for identification purposes only.

The accompanying notes 1 to 31 form an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

VODAFONE QATAR P.Q.S.C.

For the year ended 31 December 2021

	Share capital	Legal reserve	Retained earnings			Total equity
			Distributable profits	Accumulated losses	Total	
	QR'000	QR'000	QR'000	QR'000	QR'000	QR'000
Balance as at 1 January 2020	4,227,000	62,881	397,752	(168,160)	229,592	4,519,473
Profit for the year	-	-	-	185,091	185,091	185,091
Total comprehensive income for the year	-	-	-	185,091	185,091	185,091
Transfer to distributable profits (note 21)	-	-	269,066	(269,066)	-	-
Transfer to legal reserve (note 21)	-	13,453	(13,453)	-	(13,453)	-
Dividend for the year ended 31 December 2019 (note 30)	-	-	(211,350)	-	(211,350)	(211,350)
Transfer to social and sports fund (note 21.1)	-	-	(4,623)	-	(4,623)	(4,623)
Balance as at 31 December 2020	4,227,000	76,334	437,392	(252,135)	185,257	4,488,591
Balance as at 1 January 2021	**4,227,000**	**76,334**	**437,392**	**(252,135)**	**185,257**	**4,488,591**
Profit for the year	**-**	**-**	**-**	**327,397**	**327,397**	**327,397**
Total comprehensive income for the year	**-**	**-**	**-**	**327,397**	**327,397**	**327,397**
Transfer to distributable profits (note 21)	**-**	**-**	**411,572**	**(411,572)**	**-**	**-**
Transfer to legal reserve (note 21)	**-**	**20,579**	**(20,579)**	**-**	**(20,579)**	**-**
Dividend for the year ended 31 December 2020 (note 30)	**-**	**-**	**(211,350)**	**-**	**(211,350)**	**(211,350)**
Transfer to social and sports fund (note 21.1)	**-**	**-**	**(8,185)**	**-**	**(8,185)**	**(8,185)**
Balance as at 31 December 2021	**4,227,000**	**96,913**	**608,850**	**(336,310)**	**272,540**	**4,596,453**

The accompanying notes 1 to 31 form an integral part of these consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

VODAFONE QATAR P.Q.S.C.

For the year ended 31 December 2021

	Notes	Year ended 31 December 2021	2020
		QR'000	QR'000
Cash flows from operating activities			
Net profit for the year		**327,397**	185,091
Adjustments for:			
Depreciation of property, plant and equipment	12	**336,775**	261,531
Amortisation of intangible assets	13	**190,281**	178,375
Depreciation of right-of-use assets	18	**100,690**	98,965
Expected credit losses	14	**28,745**	35,230
Other income		**(1,327)**	(1,676)
Other financing costs		**6,331**	25,063
Finance costs		**30,340**	39,609
Loss on disposal of property, plant and equipment		**672**	-
Change in operating assets and liabilities			
(Increase) / decrease in inventories		**(12,880)**	16,153
(Increase) / decrease in trade and other receivables		**(201,464)**	58,584
(Increase) / decrease in contract assets		**(11,231)**	12,856
(Increase) / decrease in contract costs		**(5,926)**	1,989
Increase / (decrease) in trade and other payables		**97,499**	(204,759)
Increase in provisions		**10,986**	7,240
Cash generated from operations		**896,888**	714,251
Finance costs paid		**(30,762)**	(42,440)
Other income received		**193**	488
Net cash flows from operating activities		**866,319**	672,299
Cash flows used in investing activities			
Purchase of property, plant and equipment	12	**(340,896)**	(456,223)
Purchase of intangible assets	19.3	**(90,940)**	(34,091)
Proceeds from property, plant and equipment disposal		**171**	-
Net cash flows used in investing activities		**(431,665)**	(490,314)
Cash flows used in financing activities			
Payment of lease liabilities	18	**(96,707)**	(105,897)
Proceeds from loans and borrowings	22	**380,000**	200,000
Repayment of loans and borrowings	22	**(487,500)**	(200,000)
Dividend paid	24.2	**(215,793)**	(204,432)
Movement in restricted bank accounts	19.1	**4,443**	(6,918)
Net cash flows used in financing activities		**(415,557)**	(317,247)
Net increase / (decrease) in cash and cash equivalents		**19,097**	(135,262)
Cash and cash equivalents at the beginning of the year		**151,446**	286,708
Cash and cash equivalents at the end of the year	19	**170,543**	151,446

The accompanying notes 1 to 31 form an integral part of these consolidated financial statements.

1 INCORPORATION AND PRINCIPAL ACTIVITIES

Vodafone Qatar P.Q.S.C. (the "Company") is registered as a Qatari Shareholding Company for a twenty- five-year period (which may be extended by a resolution passed at a General Assembly) under Qatar Commercial Companies Law. The Company was registered with the Commercial Register of the Ministry of Economy and Commerce on 23 June 2008 under Commercial Registration No: 39656. The shares of the Company are listed on the Qatar Stock Exchange.

The Company is licensed by the Communications Regulatory Authority (CRA) (formerly known as Supreme Council of Information and Communication Technology (ictQATAR)) to provide both fixed and mobile telecommunications services in the State of Qatar. The conduct and activities of the Company are primarily regulated by the CRA pursuant to Law No. 34 of 2006 (Telecommunications Law), the terms of its mobile and fixed licences and applicable regulations.

The Company is engaged in providing cellular mobile telecommunication services, fixed line and broadband services and selling related equipment and accessories. The Group is controlled by Qatar Foundation Endowment LLC. The Company's head office is located in Doha, State of Qatar and its registered address is P.O. Box 27727, Msheireb Downtown, Doha, State of Qatar.

During 2018, the Company made an agreement with Vodafone Sales & Services Limited, a company registered in United Kingdom. In accordance with the agreement, the Company has rights to receive the benefit of Vodafone Group's brand, products, services, expertise and technical knowledge for a period of 5 years. The term may be extended upon mutual written agreement of the parties.

As at the current and comparative reporting date, the Company has the following subsidiaries, which together with the Company constitutes the "Group":

Subsidiary companies	Location	Nature of business	Holding
Infinity Solutions LLC	Qatar	Operational and administrative services	100%
Infinity Payment Solutions LLC	Qatar	Fintech and digital innovation services	100%

The subsidiary, Infinity Payment Solutions LLC, is yet to commence its commercial operations as of the reporting date.

2 BASIS OF PREPARATION

Statement of compliance

These consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRSs) as issued by the International Accounting Standards Board (IASB).

Accounting convention

These consolidated financial statements are prepared on a historical cost basis.

Functional and presentation currency

These consolidated financial statements are presented in Qatari Riyals, which is the Group's functional and presentation currency. All the financial information presented in these consolidated financial statements has been rounded off to the nearest thousand (QR'000) except where otherwise indicated.

Use of estimates and judgments

The preparation of consolidated financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and reported amounts of revenue and expenses during the reporting year. For a discussion on the Group's critical accounting estimates see "Critical accounting judgments and key sources of estimation uncertainty" under note 28. Actual results could differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

3 SIGNIFICANT ACCOUNTING POLICIES

The following accounting policies are consistently applied to all periods presented in these consolidated financial statements, and have been applied consistently by the Group:

Basis of consolidation

These consolidated financial statements include the financial statements of the Company and its Subsidiaries.

Subsidiaries

Subsidiaries are all entities over which the Company has control. The Company controls an entity when the Company is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Company. They are deconsolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated upon consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of the subsidiaries are consistent with the policies adopted by the Group.

If the subsidiary is not fully owned, non-controlling interests in the results and equity of the subsidiary are shown separately in the consolidated statement of income, statement of comprehensive income, statement of changes in equity and statement of financial position respectively.

Changes in ownership interest

When the Group ceases to consolidate or equity account for an investment because of a loss of control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognized in statement of income. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset.

Revenue recognition

The Group recognises revenue from providing the following telecommunication services: access charges, airtime, data usage, messaging, interconnect fees, data broadband services, installation and configuration, information provision, connection fees and equipment sales.

Revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or service to a customer.

Management considers recognizing revenue over time, if one of the following criteria is met, otherwise revenue will be recognized at a point in time:

a) the customer simultaneously receives and

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Revenue recognition (Continued)

consumes the benefits provided by the Group's performance as the Group performs;

b) the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or

c) the Group's performance does not create an asset with an alternative use to the entity and the entity has an enforceable right to payment for performance completed to date.

Stand-alone selling prices

The stand-alone selling prices are determined based on the observable price at which the Group sells the products and services on a standalone basis. For items that are not sold separately (e.g. one off complex sale of equipment and installation projects) the Group estimates standalone selling prices using other methods (i.e. adjusted market assessment approach, cost plus margin approach or residual approach).

Significant financing component

The Group has decided to recognize interest income at appropriate annual interest rate over the contract period and total transaction price including financing component is recognized when equipment and services are delivered to customer.

Revenue from mobile services

Revenue from access charges, airtime usage and messaging by contract customers is recognised as services are performed, with unbilled revenue resulting from services already provided accrued at the end of each period and unearned revenue from services to be provided in future periods deferred. Revenue from the sale of prepaid credit is deferred until such time as the customer uses the airtime, or the credit expires. Revenue from data services and information provision is recognised when the Group has performed the related service and, depending on the nature of the service, is recognised either at the gross amount billed to the customer or the amount receivable by the Group as commission for facilitating the service. Revenue from interconnect fees is recognised at the time the services are performed. The Group has offerings where it provides customers with additional content, such as music and video streaming and SMS services, as Value-Added Services (VAS). On this type of services, the Group determines whether they are acting as a principal and accordingly recognizes gross revenue if it is a principal, and net revenue if it is an agent.

Sale of equipment, related services and accessories

The Group sells equipment/accessories both to the wholesale market and directly to customers through its own retail outlets. Sales-related warranties associated with goods cannot be purchased separately and they serve as an assurance that the products sold comply with agreed-upon specifications. Accordingly, the Group accounts for warranties in accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

For sale of equipment to the wholesale market, revenue is recognised when control of the goods has transferred, being when the goods have been delivered to the wholesaler's specific location (delivery). Following delivery, the wholesaler has full discretion over the manner of distribution and price to sell the goods, has the primary responsibility when selling the goods and bears the risks of obsolescence and loss in relation to the goods. A receivable is recognised by the Group when the goods are delivered to the wholesaler as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due.

For sales of equipment to retail customers, revenue is recognised when control of the goods has transferred, being at the point the customer purchases the goods at the retail outlet. Payment of the transaction price is due immediately at the point the customer purchases the equipment.

Sale of equipment involving provision of the related installation and configuration, where the performance obligations are satisfied over time and where there is no uncertainty as to measurement or collectability of consideration is recognized by reference to the stages of completion.

Under the Group's standard contract terms, customers have a right of return within 7 days. The Group uses its accumulated historical experience to estimate the number of returns on a portfolio level using the expected value method. It is considered highly probable that a significant reversal in the cumulative revenue recognised will not occur given the consistent level of immaterial returns over previous years.

Fixed line services

The Group offers fixed services which normally include installation and configuration services, internet connectivity, television and telephony services. Fixed service revenue are recognized over the contract period.

Interconnection and other direct expenses

Interconnection and other expenses include interconnection charges, commissions and dealer charges, regulatory costs, cost of equipment sold, and other direct and access costs.

Interconnection and roaming costs

Costs of network interconnection and roaming with other domestic and international telecommunications operators are recognised in the consolidated statement of income on an accrual basis based on the actual recorded traffic usage.

Commissions and dealer costs

Intermediaries are given cash incentives by the Group to connect new customers, upgrade existing customers, and distribute recharge cards. These cash incentives are recognised in consolidated statement of income on an accrual basis, except for commission related to the acquisition of new customers is capitalised and amortised over the contract period.

Regulatory costs

The annual license fee, spectrum charges and numbering charges are accrued as other operational expenses based on the terms of the License Fee Agreement and relevant applicable regulatory framework issued by the CRA.

Leases – as a lessee

The Group leases various exchange and network assets, buildings, offices and duct access. Rental contracts are typically made for fixed periods of 5-10 years but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants and leased assets are not used as security for borrowing purposes.

The Group assesses whether contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for certain short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line item in the consolidated statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revise discount rate is used).
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

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

The right-of-use of assets are presented as a separate line in the consolidated statement of financial position.

The Group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for an identified impairment loss as described in the 'Impairment of non-financial assets' policy.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The expenses are recognised in the period in which the event or condition triggers that those payments occurs and are included in the consolidated statement of income.

As a practical expedient, IFRS16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has used this practical expedient.

COVID-19-Related Rent Concessions

During the year ended 2020, the Group adopted 'Amendment to IFRS 16 Amendments to Rent Concessions', under which any rent waivers arising as a result of COVID-19 are not assessed as lease modifications subject to certain conditions.

Foreign currencies

Transactions in foreign currencies are initially recorded by the Group at the currency rate prevailing at the date of the transaction. Any differences on settlement of the transaction are immediately recognised in the consolidated statement of income. Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency spot rate of exchange ruling at the end of the reporting period. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at reporting period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the consolidated statement of income.

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Borrowing costs

The borrowing costs incurred on funding construction of qualifying assets are capitalised as being part of cost of construction. All other borrowing costs are recognised on an accrual basis using the effective yield method in the consolidated statement of income during the year in which they arise.

Income tax

As per Income Tax Law No. 24 of 2018, corporate income tax is levied on companies that are not wholly owned by Qataris or any GCC nationals, based on the net profit of the company. As per the provisions of the law, the Company is not subject to corporate income tax being listed entity on Qatar Stock Exchange.

Property, plant and equipment

Recognition and measurement

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses (if any). Assets in the course of construction are carried at cost, less any recognised impairment losses.

The cost of property, plant and equipment includes directly attributable incremental costs incurred in their acquisition and installation. The costs of self-constructed assets include the cost of materials and direct labour, any other costs directly attributable for bringing the assets to a working condition for their intended use, capitalised borrowing costs and estimated discounted costs for dismantling and restoration of the sites, where the Group has an obligation to restore the sites.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in the consolidated statement of income.

Depreciation

Depreciation of these assets commences when the assets are ready for use as intended by the management. Depreciation is charged so as to write off the cost of assets less residual value, other than assets under construction, over their estimated useful lives using the straight line method as follows:

Network and equipment	2 - 25 years
Furniture and fixtures	5 years
Vehicles	5 years

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the consolidated statement of income.

Capital work in progress

Capital work-in-progress is transferred to the related property, plant and equipment or intangible assets when the construction or installation and related activities necessary to prepare the property, plant and equipment or intangible assets for their intended use have been completed, and related assets are ready for operational use.

Intangible assets

Identifiable intangible assets are recognised when the Group controls the asset, it is probable that future economic benefits will flow to the Group and the cost of the asset can be reliably measured. Intangible assets include license fees, software and indefeasible rights of use ("IRU"). Intangible assets with finite useful lives are subsequently carried at cost less accumulated amortization and impairment loss, if any.

License

Licences are stated at cost less accumulated amortisation. The amortisation period is determined primarily by reference to the unexpired licence period, the conditions for the licence renewal and whether licences are dependent on specific technologies. Amortisation is charged to the consolidated statement of income on a straight-line basis over the estimated useful lives from the commencement of service of the network.

Indefeasible rights of use ("IRU")

IRUs correspond to the right to use a portion of the capacity of a terrestrial or submarine transmission cable granted for a fixed period. IRUs are recognised at cost as an intangible asset when the Group has the indefeasible right to use a specific asset, generally specific optical fibres or dedicated wavelengths on specific cables, and the duration of the right is for the major part of the underlying asset's economic life. IRU's are considered as intangible assets with finite lives based on the contractual period/term.

Other finite lived intangible assets (including software)

Intangible assets with finite lives are stated at acquisition or development cost, less accumulated amortisation. The amortisation period and method is reviewed at least annually. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in consolidated statement of income on a straight-line basis (2 to 5 years).

Impairment of non-financial assets

At the end of each reporting period, the Group reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent, if any, of the impairment loss. Recoverable amount is the higher of value in use and fair value less cost of disposal. Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

If the recoverable amount of an asset or cash-generating unit is estimated to be less than its carrying amount, the carrying amount of the asset or cash-generating unit is reduced to its recoverable amount. An impairment loss is recognised immediately in the consolidated statement of income.

Where an impairment loss subsequently reverses, the carrying amount of the asset or cash-generating unit is increased to the revised estimate of its recoverable amount, not to exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset or cash-generating unit in prior periods. A reversal of an impairment loss is recognised immediately in the consolidated statement of income.

Inventories

Inventory is stated at the lower of cost and net realisable value. Cost is determined on the basis of weighted average cost and comprises direct materials and, where applicable, direct labour cost and those overheads that have been incurred in bringing the inventories to their present location and condition.

Net realisable value is based on estimated selling price less any further costs expected to be incurred to completion and disposal.

Provisions

Employees' end of service benefits

The Group provides end of service benefits to its employees. The entitlement to these benefits is based upon the employees' final salary and length of service, subject to the completion of a minimum service period of one year, calculated under the provisions of Qatar Labour Law and is payable upon resignation or termination of the employee. The expected costs of these benefits are accrued over the period of employment.

Under Law No. 24 of 2002 on Retirement and Pension, the Group is required to make contributions to a Government fund scheme for Qatari employees calculated as a percentage of the Qatari employees' salaries. The Group's obligations are limited to these contributions, which are expensed when due.

Asset retirement obligations

In the course of the Group's activities, a number of sites and other assets are expected to be restored and costs are expected to be incurred in relation to the asset decommissioning after 8-20 years (of initial recognition of asset). Provisions related to decommissioning of assets are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money and the risks specific to the liability, with the same corresponding amount added to the asset. The unwinding of the discount is recognised as finance cost

Other Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation.

Financial Instruments

Non-derivative financial instruments

Financial assets and financial liabilities are recognised on the Group's consolidated statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus or minus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

Financial assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace. All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification and subsequent measurement of financial assets

(i) Debt instruments designated at amortised cost

Debt instruments that meet the following conditions are measured subsequently at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

(ii) Debt instrument designated at other comprehensive income

Debt instruments that meet the following conditions are measured subsequently at fair value through other comprehensive income (FVTOCI):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Financial Assets (Continued)

- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are measured subsequently at fair value through profit or loss (FVTPL).

Despite the foregoing, the Group may make the following irrevocable election/designation at initial recognition of a financial asset:

- the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met; and
- the Group may irrevocably designate a debt investment that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

For financial instruments other than purchased or originated credit-impaired financial assets (i.e. assets that are credit-impaired on initial recognition), the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition.

For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

Amortised cost and effective interest rate method

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost and at FVTOCI. For financial instruments other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset.

For purchased or originated credit-impaired financial assets, the Group recognises interest income by applying the credit-adjusted effective interest rate to the amortised cost of the financial asset from initial recognition. The calculation does not revert to the gross basis even if the credit risk of the financial asset subsequently improves so that the financial asset is no longer credit impaired.

Financial assets recognised by the Group include:

Trade receivables

Trade receivables normally do not carry any interest and are stated at their nominal value as reduced by appropriate allowances for estimated irrecoverable amounts. Estimated irrecoverable amounts are based on the ageing of the receivable balances, historical experience or when the counterparty has been placed under liquidation or entered into bankruptcy proceedings.

Individual trade receivables are provided as per Expected Credit Loss ("ECL") policy and written off when management deems them not to be collectible based on above mentioned criteria.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, bank balances and short-term deposits (e.g. Mudaraba) that are readily convertible to a known amount of cash with the original maturity of three months or less and are subject to an insignificant risk of change in value.

Derecognition of financial assets

A financial asset (or, where applicable a part of a financial asset or part of a group of similar financial assets) is derecognised where:

- the contractual rights to receive cash flows from the asset have expired;
- the Group retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass-through' arrangement; or
- the Group has transferred its rights to receive cash flows from the asset and either (a) has transferred substantially all the risks and rewards of the asset, or (b) has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Impairment of financial assets

The Group recognises loss allowances for Expected Credit Losses (ECLs) on financial assets measured at amortised cost.

The Group measures loss allowance either at an amount equal to:

- lifetime ECLs, which are those ECLs that result from all possible default events over the expected life of a financial instruments; or
- 12-month ECLs, which includes the portion of ECLs that results from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months).

For the financial assets, except for the cash at bank, the Group applied the simplified approach to measuring ECLs which recognises the lifetime ECLs of these assets that reflect an increased credit risk.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Group's historical experience and informed credit assessment and including forward looking information.

Loss allowances on bank balances are always measured at an amount equal to 12-month ECLs. The Group considers bank balances and term deposit receipts to have a low risk level when their credit risk rating is equivalent to the globally understood definition of "investment grade".

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or being more than 90 days past due; or
- it is probable that the borrower will enter bankruptcy or other financial reorganization.

Presentation of impairment

Provision for impairment of trade receivables is deducted from gross carrying value of trade receivables and impairment losses relating to trade receivables are separately presented in the consolidated statement of income.

Financial liabilities

Financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs. The Group's financial liabilities include trade and other payables, loans and borrowings and lease liabilities.

Financial liabilities measured subsequently at amortised cost

Financial liabilities that are not (i) contingent consideration of an acquirer in a business combination, (ii) held-for-trading, or (iii) designated as at FVTPL, are measured subsequently at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

Foreign exchange gains and losses

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments. Foreign exchange gains and losses on financial liabilities that are not part of a designated hedging relationship are recognised in consolidated statement of income. For those which are designated as a hedging instrument for a hedge of foreign currency risk, foreign exchange gains and losses are recognised in other comprehensive income and accumulated in a separate component of equity.

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of the reporting period. For financial liabilities that are measured as at FVTPL, the foreign exchange component forms part of the fair value gains or losses and is recognised in statement of income for financial liabilities that are not part of a designated hedging relationship.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the consolidated statement of income.

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

Share capital

Ordinary shares issued by the Company are classified as equity.

Dividend on ordinary share capital

Dividend distributions to the Group's shareholders are recognised as a liability in the consolidated financial statements in the period in which the dividend is approved by the shareholders. Dividend for the year that is approved after the consolidated statement of financial position date is dealt with as a non-adjusting event after the balance sheet date.

4 SEGMENT REPORTING

Operating segments are components that engage in business activities that may earn revenues or incur expenses, whose operating results are regularly reviewed by the chief operating decision maker (CODM), and for which discrete financial information is available. The CODM is the person or group of persons who allocates resources and assesses the performance of the components. For the Group, the functions of the CODM are performed by the Board of Directors.

The Group only operates in the State of Qatar and is therefore viewed to operate in one geographical area. The operating segments that are regularly reported to the CODM are Consumer and Enterprise & others. This is the measure reported to the Group's CODM for the purpose of resource allocation and assessment of segment performance. Set out below is the information regarding Group's operating segments in accordance with IFRS 8 Operating Segments:

	Year ended 31 December					
	2021			2020		
	Consumer	Enterprise & others	Total	Consumer	Enterprise & others	Total
		QR'000			QR'000	
Segment revenue						
Timing of revenue recognition:						
Over time	**1,442,577**	**907,335**	**2,349,912**	1,375,407	651,171	2,026,578
Point in time	**-**	**176,006**	**176,006**	-	173,046	173,046
	1,442,577	**1,083,341**	**2,525,918**	1,375,407	824,217	2,199,624
Unallocated costs						
Interconnection and other direct expenses			**(855,860)**			(724,133)
Network and other operational expenses			**(367,826)**			(403,951)
Employee salaries and benefits			**(242,961)**			(228,298)
Expected credit losses			**(28,745)**			(35,230)
Depreciation and amortisation expenses			**(627,746)**			(538,871)
Loss on disposal of property, plant and equipment			**(672)**			-
Industry fee			**(39,367)**			(21,054)
Operating profit			**362,741**			248,087
Finance costs			**(30,340)**			(39,609)
Other financing costs			**(6,331)**			(25,063)
Other income			**1,327**			1,676
Profit for the year			**327,397**			185,091

The Group's assets and liabilities have not been identified to any of the reportable segments as the majority of the operating fixed assets are fully integrated between segments. The Group believes that it is not practical to provide segment disclosure relating to total costs, assets and liabilities since a meaningful segregation of available data is not feasible.

5. REVENUE

	Year ended 31 December	
	2021	2020
	QR'000	QR'000
Revenue from post-paid mobile services	**1,147,714**	1,066,898
Revenue from pre-paid mobile services	**549,761**	563,486
Sale of equipment, related services and accessories	**295,542**	178,673
Other revenue	**532,901**	390,567
	2,525,918	2,199,624

Other revenue includes broadband, managed services, visitor roaming and others.

The Group derives its revenue from contracts with customers for the transfer of goods and services over time and at a point in time in the following major product lines:

	Year ended 31 December	
	2021	2020
	QR'000	QR'000
Disaggregation of revenue – over time		
Pre-paid and post-paid services	**1,697,475**	1,630,384
Sale of equipment, related services and accessories	**119,536**	5,627
Other revenue	**532,901**	390,567
	2,349,912	2,026,578
Disaggregation of revenue – at a point in time		
Sale of equipment, related services and accessories	**176,006**	173,046
	176,006	173,046
Total revenue	**2,525,918**	2,199,624

Revenue is recognised over time as the services are provided. Transfer of control of the service is assessed based on the service performed.

The transaction price allocated to (partially) unsatisfied performance obligations at 31 December 2021 amounted to QR 98.6 million (2020: QR 90.7 million).

Management expects 100% of the transaction price allocated to the unsatisfied contracts as of the year ended 31 December 2021 will be recognised as revenue during the next reporting period.

6. INTERCONNECTION AND OTHER DIRECT EXPENSES

	Year ended 31 December	
	2021	2020
	QR'000	QR'000
Interconnection and roaming costs	**378,557**	347,587
Equipment and other direct costs	**291,384**	200,092
Commissions and dealer costs	**130,118**	124,134
Regulatory costs	**55,801**	52,320
	855,860	724,133

7. NETWORK AND OTHER OPERATIONAL EXPENSES

	Year ended 31 December	
	2021	2020
	QR'000	QR'000
Leased lines, capacity, and short-term leases	**36,289**	31,254
Other operational and network expenses (note 7.1)	**331,537**	372,697
	367,826	403,951

7.1 Other operational and network expenses for the year is offset by a onetime benefit amounting to QR 18.9 million on account of settlement of old dues.

8. INDUSTRY FEE

In accordance with its operating licenses for Public Telecommunications Networks and Services granted in Qatar by Communications Regulatory Authority (CRA), the Company is liable to pay to the CRA an annual industry fee which is calculated at 12.5% of adjusted net profit from regulated activities.

9 OTHER FINANCING COSTS

Other financing costs include interest expense on lease liabilities amounting to QR 15.1 million (2020: QR 16.1 million) (note 18), unwinding of discounted portion of asset retirement obligations (note 23) amounting to QR 2.2 million (2020: QR 1.0 million), and certain other ancillary costs offset by a onetime benefit during the year amounting to QR 15.8 million on account of settlement of old dues.

10. OTHER INCOME

	Year ended 31 December	
	2021	2020
	QR'000	QR'000
Lease rent concessions	**1,134**	1,188
Profit from Mudaraba	**193**	488
	1,327	1,676

11 BASIC AND DILUTED EARNINGS PER SHARE

	Year ended 31 December	
	2021	2020
Profit for the year (QR '000)	**327,397**	185,091
Weighted average number of shares (in thousands)	**4,227,000**	4,227,000
Basic and diluted earnings per share (QR)	**0.077**	0.044

There is no dilutive element and hence the basic and diluted shares are the same.

12. PROPERTY, PLANT AND EQUIPMENT

	Network and equipment	Furniture and fixtures	Vehicles	Assets under construction	Total
	QR'000	QR'000	QR'000	QR'000	QR'000
Cost:					
At 1 January 2020	2,804,307	234,265	-	139,268	3,177,840
Additions	160,651	12,500	390	225,423	398,964
Transfers	127,012	7,155	-	(134,167)	-
Reclassification (note 12.1)	26,575	(1,084)	-	-	25,491
At 31 December 2020	3,118,545	252,836	390	230,524	3,602,295
Additions	213,770	60,842	-	66,284	340,896
Transfers	146,746	965	-	(147,711)	-
Reclassification (note 12.1)	(13,600)	-	-	-	(13,600)
Disposals	(10,717)	(6,409)	-	-	(17,126)
At 31 December 2021	**3,454,744**	**308,234**	**390**	**149,097**	**3,912,465**
Accumulated depreciation:					
At 1 January 2020	1,492,398	201,668	-	-	1,694,066
Charge for the year	247,647	13,825	59	-	261,531
At 31 December 2020	1,740,045	215,493	59	-	1,955,597
Charge for the year	318,161	18,536	78	-	336,775
Reclassification (note 12.1)	(1,162)	-	-	-	(1,162)
Disposals	(10,717)	(5,566)	-	-	(16,283)
At 31 December 2021	**2,046,327**	**228,463**	**137**	**-**	**2,274,927**
Net book value:					
At 31 December 2021	**1,408,417**	**79,771**	**253**	**149,097**	**1,637,538**
At 31 December 2020	1,378,500	37,343	331	230,524	1,646,698

12.1 Based on a review of the Asset Under Construction (AUC) that were ready for capitalization, the Group transferred certain assets between intangible assets and property, plant and equipment in line with the nature and use of those assets. These are shown as transfers within those assets.

13. INTANGIBLE ASSETS

	License	Software	Indefeasible right to use	Total
	QR'000	QR'000	QR'000	QR'000
Cost:				
At 1 January 2020	7,726,000	1,267,482	61,533	9,055,015
Additions	-	12,190	-	12,190
Reclassification (note 12.1)	-	(25,491)	-	(25,491)
At 31 December 2020	7,726,000	1,254,181	61,533	9,041,714
Additions	-	67,024	-	67,024
Disposals	-	(126)	-	(126)
Reclassification (note 12.1)	-	13,600	-	13,600
At 31 December 2021	**7,726,000**	**1,334,679**	**61,533**	**9,122,212**
Accumulated amortisation:				
At 1 January 2020	3,660,730	912,380	10,617	4,583,727
Charge for the year	84,127	88,316	5,932	178,375
At 31 December 2020	3,744,857	1,000,696	16,549	4,762,102
Charge for the year	84,093	100,263	5,925	190,281
Disposals	-	(126)	-	(126)
Reclassification (note 12.1)	-	1,162	-	1,162
At 31 December 2021	**3,828,950**	**1,101,995**	**22,474**	**4,953,419**
Net book value:				
At 31 December 2021	**3,897,050**	**232,684**	**39,059**	**4,168,793**
At 31 December 2020	3,981,143	253,485	44,984	4,279,612

13.1 This mainly represents mobile license from CRA, which is valid till 2068.

13.2 The net book value of software includes software under development amounting to QR 25.3 million (2020: QR 20.3 million) which is not amortised.

14. TRADE AND OTHER RECEIVABLES

	31 December 2021	31 December 2020
	QR'000	QR'000
Non-current assets:		
Trade receivables	**70,200**	-
Prepayments	**22,123**	27,404
	92,323	27,404
Current assets:		
Trade and other receivables – net (note 14.1)	**335,568**	244,843
Prepayments	**22,038**	27,986
Due from related parties (note 25)	**30,419**	6,416
	388,025	279,245

14.1 Trade and other receivables are net of the ECL amounting to QR 111.2 million (2020: QR 149.8 million).

No interest is charged on outstanding trade receivables except for certain receivables which are long term in nature. The Group measures the loss allowance for trade receivables component at an amount equal to lifetime ECL. The expected credit losses on trade receivables without significant financing component are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date. The receivables usually have settlement terms within 30- 90 days. The Group has recognised a loss allowance of 100% against all non-government receivables over 180 days past due because historical experience has indicated that these receivables are generally not recoverable.

The Group writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the trade receivables are over two years past due, whichever occurs earlier.

Measurement of the expected credit loss allowance

The measurement of the expected credit loss allowance for financial assets measured at amortised cost is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behaviour (e.g. the likelihood of customers defaulting and the resulting losses).

Elements of the ECL models that are considered accounting judgments and estimates include:

- development of ECL models, including the various formulas and choice of inputs
- determining the criteria if there has been a significant increase in credit risk, therefore allowances for financial assets should be measured on a lifetime ECL basis and the qualitative assessment
- the segmentation of financial assets when their ECL is assessed on a collective basis
- determination of associations between macroeconomic scenarios and, economic inputs, and their effect on probability of default (PDs), exposure at default (EADs) and loss given default (LGDs); and
- selection of forward-looking macroeconomic scenarios and their probability weightings, to derive the economic inputs into the ECL models.

It has been the Group's policy to regularly review its models in the context of actual loss experience and adjust when necessary.

14 TRADE AND OTHER RECEIVABLES (CONTINUED)

The following table details the risk profile of trade receivables based on the Group's provision matrix.

31 December 2021	Up to 30 days	31 – 60 days	61– 90 days	91–180 days	Above 180 days	Total
	QR'000	QR'000	QR'000	QR'000	QR'000	QR'000
Expected credit loss rate	3%–8%	12%–40%	20%–61%	30%–84%	100%	
Gross carrying amount	309,126	36,982	23,017	13,929	133,899	516,953
Loss allowance						111,185

31 December 2020	Up to 30 days	31 – 60 days	61– 90 days	91–180 days	Above 180 days	Total
	QR'000	QR'000	QR'000	QR'000	QR'000	QR'000
Expected credit loss rate	3%–8%	12%–40%	20%–61%	30%–84%	100%	
Gross carrying amount	175,582	21,585	18,526	28,363	150,623	394,679
Loss allowance						149,836

There is no loss allowance provided against bank balances, contract asset and due from related parties as there is no material expected credit loss risk associated with these financial assets.

The following table shows the movement in expected credit losses that has been recognised for trade and other receivables:

	31 December 2021	31 December 2020
	QR'000	QR'000
Balance at beginning of the year	149,836	109,188
Expected credit loss recognised during the year	28,745	35,230
Collection from previously written off balances	2,163	5,418
Write offs during the year	(69,559)	-
Balance at end of the year	111,185	149,836

15. CONTRACT ASSETS

Amounts relating to contract assets are balances earned but not yet billed to the customers. Any amount previously recognised as a contract asset is reclassified to trade receivables at the point at which it is invoiced to the customer.

Payment for telecommunication services is not due from the customer until the bill cycle is complete and therefore a contract asset is recognised over the period in which the telecommunication services are performed to represent the Group's right to consideration for the services transferred to date.

There were no impairment losses recognised on any contract asset in the reporting period (2020: QR Nil). The management of the Group always measure the loss allowance on amounts due from customers at an amount equal to lifetime ECL, taking into account the historical default experience and the future prospects.

16. CONTRACT COSTS

This represents customer acquisition cost incurred by the Group. The amount is classified as a current asset and amortised over the customers' lock in period.

17. INVENTORIES

	31 December 2021	31 December 2020
	QR'000	QR'000
Handsets	24,966	16,401
Scratch cards and accessories	9,762	5,447
	34,728	21,848

Inventory is reported net of allowance for obsolescence, an analysis of which is as follows:

	31 December 2021	31 December 2020
	QR'000	QR'000
Balance at beginning of the year	3,940	4,074
Amounts charged to consolidated statement of income	650	749
Amounts written off during the year	(20)	(883)
Balance at end of the year	4,570	3,940

18. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

The Group leases various exchange and network assets, buildings, offices and ducts. Rental contracts are typically for fixed periods of 5-10 years but may have extension options.

Below is the movement in right-of-use assets:

	31 December 2021	31 December 2020
	QR'000	QR'000
Balance at beginning of the year	371,621	358,339
New leases added during the year	20,254	112,247
Depreciation expense of right-of-use of assets	(100,690)	(98,965)
Balance at end of the year	291,185	371,621

The recognised right-of-use assets relate to the following types of assets:

	31 December 2021	31 December 2020
	QR'000	QR'000
Exchange and network assets	171,621	229,903
Buildings/offices	99,056	116,665
Duct access	20,508	25,053
Total right-of-use assets	291,185	371,621

18 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTINUED)

Below is the movement in lease liabilities:

	31 December 2021	31 December 2020
	QR'000	QR'000
Balance at beginning of the year	**395,431**	374,125
New leases added during the year	**20,254**	112,247
Interest expense for the year	**15,057**	16,144
Rent waivers received during the year	**(1,134)**	(1,188)
Payments made during the year	**(96,707)**	(105,897)
Balance at end of the year	**332,901**	395,431
Presented in consolidated statement of financial position as:		
Non-current lease liabilities	**197,059**	282,704
Current lease liabilities	**135,842**	112,727
	332,901	395,431

19 CASH AND BANK BALANCES

Cash and bank balances at the end of the financial period as shown in the consolidated statement of cash flows are as follows:

	31 December 2021	31 December 2020
	QR'000	QR'000
Mudaraba deposits	**-**	54,700
Cash at bank	**189,418**	120,062
Cash on hand	**90**	92
Total cash and bank balances	**189,508**	174,854
Less: Balance with restricted bank accounts – note 19.1	**(18,965)**	(23,408)
Cash and cash equivalents	**170,543**	151,446

19.1 This comprises funds maintained for uncollected shareholder dividends as per note 24.2.

19.2 There were no expected credit losses recognised on cash and bank balances in the reporting period (2020: QR Nil).

19.3 Purchase of intangible assets amounting to QR 90.9 million (2020: QR 34.1 million), as disclosed in consolidated statement of cash flows, includes a payment of QR 23.9 million (2020: QR 21.9 million) for assets capitalized in prior years but paid during current year.

20. SHARE CAPITAL

	31 December 2021		31 December 2020	
	Number	QR'000	Number	QR'000
Ordinary shares authorised, allotted, issued and fully paid:				
Ordinary shares of QR 1 each	**4,227,000,000**	**4,227,000**	4,227,000,000	4,227,000

All shares have equal rights.

21. LEGAL RESERVE AND DISTRIBUTABLE PROFITS

The Company was incorporated under Article 68 of the Qatar Commercial Companies' Law No. 5 of 2002. This law was subsequently replaced by Qatar Commercial Companies Law No.11 of 2015.

The Articles of Association of the Company were amended after the introduction of Qatar Commercial Companies Law No.11 of 2015 and subsequently approved by the Ministry of Economy and Commerce.

The legal reserve and distributable profits of the Company are determined in line with Article 75 and 76 of its Article of Association.

Legal reserve:

The excess of issuance fees collected over the issuance cost during the initial public offering of the ordinary shares has been transferred to the legal reserve as required by Article 154 of Qatar Commercial Companies Law No. 5 of 2002. Further, as per the Articles of Association of the Company, 5% of annual distributable profits of the Company should be transferred to a separate legal reserve. The General Assembly may discontinue this deduction if the legal reserve reaches 10% of the paid up capital. The legal reserve may not be wholly or partially distributed to the shareholders or capitalized, except upon the recommendation of the board of directors and approval of the annual general assembly of shareholders.

Distributable profits:

As per the Articles of Association of the Company, distributable profits are defined as the reported net profit/loss of the Company for the financial year plus amortisation of license fees for the year. Undistributed profits are carried forward and are available for distribution in future periods. Dividends shall be paid to the shareholders in the place and time specified by the board of directors.

The movement in the balance of distributable profits is as follows:

	Year Ended 31 December 2021		Year Ended 31 December 2020	
	QR'000	QR'000	QR'000	QR'000
Balance at beginning of the year		**437,392**		397,752
Net profit of the Company	**327,479**		184,939	
Amortisation of license fee	**84,093**		84,127	
Transfer to distributable profits		**411,572**		269,066
Transfer to legal reserve		**(20,579)**		(13,453)
Dividend for the year 2019/2020		**(211,350)**		(211,350)
Transfer to social and sports fund (note 21.1)		**(8,185)**		(4,623)
Balance at year end		**608,850**		437,392

21.1 Social and sports fund

According to Qatari Law No. 13 for the year 2008 and the related clarifications issued in January 2010, the Group is required to contribute 2.5% of annual net profits of the Group to the State Social and Sports Fund.The clarification relating to Law No. 13 requires the payable amount to be recognised as a distribution of income in the consolidated statement of changes in equity.

22. LOANS AND BORROWINGS

	31 December 2021	31 December 2020
	QR'000	QR'000
Loans and borrowings	**712,394**	819,336
Presented in the consolidated statement of financial position as:		
Non-current liabilities	**506,238**	612,684
Current liabilities	**206,156**	206,652
	712,394	819,336

The Group entered into a Facility Agreement with a local bank for QR 820 million on 29 October 2019 (the "Facility") at an agreed interest rate of QMRL less 25 Basis Points (BPs). The facility of QR 820 million was availed on 12 November 2019 for a term of five years. The facility is being paid in 16 equal quarterly installments of QR 51.25 million each starting February 2021. The facility is secured against general assignment agreement. Interest of QR 24.5 million (2020: QR 36.1 million) was incurred during the year on the facility.

The Group also secured a rollover financing facility of QR 911 million on 27 May 2018 from a local bank. Amounts of QR 380 million were availed and partially repaid during the current year. As of reporting date, an amount of QR 200.5 million was outstanding. Financing cost of QR 5.8 million (2020: QR 3.5 million) was incurred during the year on this financing facility. The facility is secured over assets agreement and receivable asset agreement.

23. PROVISIONS

	31 December 2021	31 December 2020
	QR'000	QR'000
Asset retirement obligations (note 23.1)	**33,625**	29,639
Employees' end of service benefits (note 23.2)	**49,453**	42,453
	83,078	72,092

23.1 Asset retirement obligations

	31 December 2021	31 December 2020
	QR'000	QR'000
Balance at beginning of the year	**29,639**	85,894
Addition / (reversal) to the provision during the year	**1,798**	(57,259)
Unwinding of discount	**2,188**	1,004
Balance at year end	**33,625**	29,639

23.2 Employees' end of service benefits

	31 December 2021	31 December 2020
	QR'000	QR'000
Balance at beginning of the year	**42,453**	36,217
Charge for the year	**13,896**	11,759
Payments during the year	**(6,896)**	(5,523)
Balance at year end	**49,453**	42,453

24. TRADE AND OTHER PAYABLES

	31 December 2021	31 December 2020
	QR'000	QR'000
Non-current liabilities:		
Trade payables	**-**	29,317
Current liabilities:		
Trade payables	**488,324**	478,744
Accruals	**491,447**	395,670
Contract liabilities (24.1)	**98,617**	90,709
Other payables	**13,919**	28,387
Dividend payable (note 24.2)	**18,965**	23,408
Payable to social and sports fund (note 21.1)	**8,185**	4,623
	1,119,457	1,021,541

24.1 The contract liabilities primarily relate to the advance consideration received from customers for access charges, airtime usage, messaging, data broadband services and other services for which revenue is recognised over time.

The amount of QR 90.7 million included in contract liabilities at 31 December 2020 has been recognised as revenue in 2021 (2020: QR 86.5 million).

24.2 Dividend payable

	Year ended 31 December 2021	2020
	QR'000	QR'000
Balance at beginning of the year	**23,408**	16,490
Dividend for the year ended 31 December 2020/ 2019 (note 30)	**211,350**	211,350
Dividend payments during the year	**(215,793)**	(204,432)
Balance at year end	**18,965**	23,408

25. RELATED PARTY TRANSACTIONS

Related parties represent the shareholders, directors and key management personnel of the Group and companies controlled, jointly controlled or significantly influenced by those parties.

The following transactions were carried out with related parties:

	Year ended 31 December	
	2021	2020
	QR'000	QR'000
Sales of goods and services		
Parent entity	**9,661**	-
Other related parties	**17,863**	24,622
Purchases of goods and services		
Other related parties	**63,192**	28,014

Goods and services are bought from related parties at prices approved by management, as being on an arm's length basis. Balances arising from transactions with related parties are as follows:

	31 December	31 December
	2021	2020
	QR'000	QR'000
Due from related parties:		
Parent entity	**4,521**	-
Other related parties	**25,898**	6,416
	30,419	6,416
Due to related parties:		
Other related parties	**9,543**	4,261

The receivables from related parties arise mainly from sale transactions which are unsecured in nature and bear no interest. No impairment losses were recognised for balances due from related parties during the period (2020: Nil). The payables to related parties arise mainly from purchase transactions and bear no interest.

Compensation of key management personnel

Key management personnel include the Board of Directors, Managing Director, Chief Executive Officer (CEO) and the executives who directly report to the CEO. Compensation of key management personnel are as follows:

	Year ended 31 December	
	2021	2020
	QR'000	QR'000
Salaries and short-term benefits	**33,875**	32,758
Employees' end of service benefits	**511**	706
	34,386	33,464

26 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

The Company's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

Capital management

The following table summarises the capital structure of the Group:

	31 December	31 December
	2021	2020
	QR'000	QR'000
Loans and borrowings	**712,394**	819,336
Cash and bank balances	**(189,508)**	(174,854)
Net debt	**522,886**	644,482
Total equity	**4,596,453**	4,488,591
Gearing ratio	**11.38%**	14.36%

The Group manages its capital to ensure that it will be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance.

Financial instruments

Significant accounting policies

Details of significant policies and methods adopted including the criteria for recognition for the basis of measurement in respect of each class of financial assets and financial liabilities are disclosed in note 3 to these consolidated financial statements.

Categories of financial instruments

	31 December	31 December
	2021	2020
	QR'000	QR'000
Financial assets at amortised cost:		
Cash and bank balances	**189,508**	174,854
Trade and other receivables (excluding prepayments)	**436,187**	251,259
Financial liabilities at amortised cost:		
Trade and other payables (excluding accruals and contract liabilities)	**529,393**	564,479
Loans and borrowings	**712,394**	819,336

26 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

Fair value of financial instruments

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

The fair values of financial assets and financial liabilities are determined as follows:

- The fair values of financial assets and financial liabilities with standard terms and conditions and traded on active liquid markets are determined with reference to quoted market bid prices at the close of the business on the reporting date.
- The fair values of other financial assets and financial liabilities are determined in accordance with generally accepted pricing models based on discounted cash flow analysis using prices from observable current market transactions and dealer quotes for similar instruments.

Fair value measurements are analysed by levels in the fair value hierarchy as follows:

- Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 – Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).
- Level 3 – Inputs for the asset or liability that are not based on observable market data (that is, unobserved inputs)

Management believes that the carrying values of its financial assets and financial liabilities as at the reporting date are a reasonable approximation of their fair values.

Reconciliation of liabilities arising from financing activities

The below table details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes:

	At 1 January 2021	**Financing cash flows**	**Noncash changes***	**At 31 December 2021**
	QR'000	**QR'000**	**QR'000**	**QR'000**
Loans and borrowings	**819,336**	**(107,500)**	**558**	**712,394**
Lease liabilities	**395,431**	**(96,707)**	**34,177**	**332,901**
Dividend payable	**23,408**	**(215,793)**	**211,350**	**18,965**
Restricted bank account	**(23,408)**	**4,443**	**-**	**(18,965)**

	At 1 January 2020	Financing cash flows	Noncash changes*	At 31 December 2020
	QR'000	**QR'000**	**QR'000**	**QR'000**
Loans and borrowings	816,044	-	3,292	819,336
Lease liabilities	374,125	(105,897)	127,203	395,431
Dividend payable	16,490	(204,432)	211,350	23,408
Restricted bank account	(16,490)	(6,918)	-	(23,408)

*This comprise finance cost, amortisation of deferred financing costs, lease liability recognized rent waivers, and dividend declared.

Financial Risk Management

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

26 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

Financial Risk Management (Continued)

Foreign currency risk management

The Group undertakes certain transactions denominated in foreign currencies and hence exposed to risks on exchange rate fluctuations. The use of financial derivatives is governed by the Group's policies, which provide written principles on the use of financial derivatives consistent with the Group's risk management strategy. The Group does not use derivative financial instruments for speculative purposes.

Majority of foreign currency receivable/payable balances are in US$ which is pegged against QR. Therefore, these receivable/payable balances are not exposed to foreign currency exchange rate fluctuation risk. The Group has an small exposure of receivable/payable balances in Euro and other currencies where effect of any 10% increase/decrease in foreign exchange rates is expected to be equal and opposite to QR 1.3 million (2020 QR 2.8 million).

Interest rate risk management

The Group is liable to pay interest on financing facilities, which is aggregate of the applicable margin and QMR-L. Every one percent rise or fall in the applicable interest rate against the floor rate of the financing facilities, would increase or reduce the total profit of the Group for the financial year by QR 7 million (2020: QR 7.6 million).

Credit risk management

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group's exposure and the creditworthiness of its counterparties are continuously monitored, and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure is controlled by counterparty limits that are reviewed and approved by management.

Trade receivables and contract assets

Trade receivables consist of a large number of customers (both consumers and enterprises).

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The Group does not have significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The Group defines counterparties as having similar characteristics if they are related entities.

At 31 December, the exposure to credit risk for trade receivables by type of counter party was as follows:

	31 December 2021	31 December 2020
	QR'000	QR'000
Enterprise customers (1)[a]	**396,246**	236,367
Consumers	**120,707**	158,312
	516,953	394,679

(1)[a] Enterprise customers' trade receivables include a balance of QR 73.6 million (2020: 68.8) of which no expected credit loss was recognised because of collaterals provided.

Movement in provision for expected credit losses account is presented in note 14.

Bank balances

The credit risk on liquid funds is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies. ECL on bank balances has been measured on a 12-month expected loss basis and reflects the short maturities of the exposures. The Group considers that its bank balances have low credit risk based on the external credit ratings of the counterparties.

26 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

Financial Risk Management (Continued)

Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date is:

	Carrying amount	
	31 December 2021	31 December 2020
	QR'000	QR'000
Bank balances	**189,418**	174,762
Trade and other receivables (excluding prepayments)	**436,187**	251,259
Contract assets	**33,234**	22,003
	658,839	448,024

Liquidity risk management

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group manages liquidity risk by maintaining adequate reserves and adequate loans and borrowings, by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

The table below analyses the Group's financial liabilities based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

At 31 December 2021	**Less than 1 year**	**More than 1 year**
	QR'000	**QR'000**
Trade and other payables excluding contract liabilities	**1,020,840**	**-**
Loans and borrowings	**206,156**	**506,238**
Lease liabilities	**135,842**	**197,059**

At 31 December 2020	Less than 1 year	More than 1 year
	QR'000	QR'000
Trade and other payables excluding contract liabilities	930,832	29,317
Loans and borrowings	206,652	612,684
Lease liabilities	112,727	282,704

All of the Group's non-derivative financial assets are expected to mature within one year.

27 COMMITMENTS AND CONTINGENT LIABILITIES

Commitments

	31 December 2021	31 December 2020
	QR'000	QR'000
Contracts placed for future capital expenditure not provided for in the consolidated financial statements	**388,270**	429,824

Contingent liabilities

	31 December 2021	31 December 2020
	QR'000	QR'000
Performance bonds	**81,995**	31,441
Tender bonds	**6,394**	48,956
Credit and payment guarantee – third party indebtedness	**48,116**	47,516

Performance bonds

Performance bonds require the Group to make payments to third parties in the event that the Group does not perform what is expected of it under the terms of any related contracts.

Tender bonds

This comprise bonds submitted at the time of submission of tenders.

Credit and payment guarantee – third party indebtedness

Credit guarantees comprise guarantees and indemnity of bank or other facilities.

28 CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The Group prepares its consolidated financial statements in accordance with IFRS as issued by the International Accounting Standards Board, the application of which often requires judgments to be made by management when formulating the Group's financial position and results. Under IFRS, the management are required to adopt those accounting policies most appropriate to the Group's circumstances for the purpose of presenting fairly the Group's financial position, financial performance and cash flows.

In determining and applying accounting policies, judgment is often required in respect of items where the choice of specific policy, accounting estimate or assumption to be followed could materially affect the reported results or net asset position of the Group should it later be determined that a different choice would be more appropriate.

Management considers the accounting estimates and assumptions discussed below to be its critical accounting estimates and accordingly provide an explanation of each below. The discussion below should also be read in conjunction with the Group's disclosure of significant IFRS accounting policies, which is provided in note 3 to the consolidated financial statements.

Impairment reviews

IFRS requires management to undertake an annual test for impairment of indefinite lived assets and, for finite lived assets, to test for impairment if events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable.

Impairment testing is an area involving management judgment, requiring assessment as to whether the carrying value of assets can be supported by the net present value of future cash flows derived from such assets using cash flow projections which have been discounted at an appropriate rate.

In calculating the net present value of the future cash flows, certain assumptions are required to be made in respect of highly uncertain matters, including management's expectations of:

28 CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

- growth in earnings before financing income/costs, tax, depreciation and amortisation, calculated as adjusted operating profit before depreciation and amortisation;
- timing and quantum of future capital expenditure;
- long term growth rates;
- expected costs to renew the license; and
- the selection of discount rates to reflect the risks involved.

The Group has considered all the internal and external indicators to assess whether there are any indicators of impairment during the year. Based on assessment performed, the Group concluded that there have been no events or change in circumstances which indicates that carrying amounts of assets may not be recoverable. Hence, no impairment testing is performed.

Revenue recognition

Acquisition revenue is amortized over maximum lock in period of the customer which is three months in the State of Qatar.

The Group give its customers the option to return the handsets within a period of 7 days of purchase. Keeping in view the negligible numbers of returns in the history, no provision is made with regard to return of goods sold.

Revenue recognition: judgments in determining the timing of satisfaction of performance obligations

Revenue and associated costs are recognised over time – i.e. before the performance obligation is fully complete. Progress is determined based on the output method because the customer obtains control of the work in progress as the project specific milestones are achieved.

Revenue presentation: gross versus net

When deciding the most appropriate basis for presenting revenue and costs of revenue, both the legal form and substance of the agreement between the Group and its business partners are reviewed to determine each party's respective role in the transaction.

Where the Group's role in a transaction is that of principal, revenue is recognised on a gross basis. This requires revenue to comprise the gross value of the transaction billed to the customer, after trade discounts, with any related expenditure charged as an operating cost. Where the Group's role in a transaction is that of an agent, revenue is recognised on a net basis, with revenue representing the margin earned. Transit revenue is recognised on a gross basis as the Group assumes credit risk and acts as a principal in the transactions.

Estimation of useful life

The useful life used to depreciate/amortise assets relates to the future performance of the assets acquired and management's judgement of the period over which economic benefit will be derived from the asset. The basis for determining the useful life for the most significant categories of tangible and intangible assets is as follows:

Intangible assets

The estimated useful life of license is generally the term of the licence unless there is a presumption of renewal at negligible cost. Using the licence term reflects the period over which the Group will receive economic benefit. For technology specific licences with a presumption of renewal at negligible cost, the estimated useful economic life reflects the Group's expectation of the period over which the Group will continue to receive economic benefit from the licence. The economic lives are periodically reviewed taking into consideration such factors as changes in technology.

The management determines the estimated useful lives of its other intangible assets for calculating amortisation. This estimate is determined based on the expected pattern of consumption of future economic benefits embodied in the asset.

Property, plant and equipment

Property, plant and equipment represents a significant proportion of the asset base of the Group being 24% (2020: 24%) of the Group's total assets. Therefore, the estimates and assumptions made to determine their carrying value and related depreciation are critical to the Group's financial position and performance.

The charge in respect of periodic depreciation is derived after determining an estimate of an asset's expected useful life and the expected residual value at the end of its life. Increasing an asset's expected life or its residual value would result in a reduced depreciation charge in the consolidated statement of income.

The useful lives and residual values of the Group's assets are determined by management at the time the asset is acquired and reviewed annually for appropriateness. The lives are based on historical experience with similar assets as well as anticipation of future events, which may impact their life, such as changes in technology.

During the year, the Group modernised its network to provide high quality services and cater the upcoming demand. This has resulted in reassessment and reduction of useful life of some of the old assets and consequently higher deprecation charge of QR 48 million for the year.

Impairment of inventories

Inventories are held at the lower of cost and net realisable value. When inventories become old or obsolete, an estimate is made of their net realisable value. Inventories which are old or obsolete, are assessed Individually and a provision applied according to the inventory type and the degree of ageing or obsolescence, based on historical selling prices.

Asset retirement obligation

A provision for asset retirement obligation exists where the Group has a legal or constructive obligation to remove an infrastructure asset and restore the site. Asset retirement obligation is recorded at the present value of expected costs to settle the obligation using estimated cash flows and is recognised as part of the particular asset. The cash flows are discounted at the rate that management considers reflects the risk specific to the asset retirement obligation i.e. 7.49% (2020: 7.49%).

Subsequent to initial recognition, an unwinding expense relating to the provision is periodically recognised as a financing cost.

While the provision is based on the best estimate of future costs and the useful lives of infrastructure assets, there is uncertainty regarding both the amount and timing of incurrence of these costs. Any subsequent change in the present value of the estimated cost due to changes in the gross removal costs or discount rates, is dealt with prospectively as a change in accounting estimate and reflected as an adjustment to the provision and a corresponding adjustment to the infrastructure assets.

Expected credit losses

An estimate of the collectible amount of trade receivables is made when collection of the full amount is no longer probable. For individually significant amounts, this estimation is performed on an individual basis. Amounts which are not individually significant, but which are past due, are assessed collectively and a provision applied according to the length of time the amount has been due.

Expected credit losses (Continued)

Calculation of loss allowance

When measuring ECL, the Group uses reasonable and supportable forward-looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other.

Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit enhancements.

Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

If the ECL rates on trade receivables between 61 and 90 days past due had been 5% higher (or lower) as of 31 December 2021, the loss allowance on trade receivables would have been QR 0.12 million (2020: QR 0.19 million) higher (or lower).

If the ECL rates on trade receivables between 31 and 60 days past due had been 5% higher (or lower) as of 31 December 2021, the loss allowance on trade receivables would have been QR 0.25 million (2020: QR 0.17 million) higher (or lower).

Determining the lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

Discounting of lease payments

The lease payments are discounted using the Group's incremental borrowing rate ("IBR"). Management has applied judgments and estimates to determine the IBR at the commencement of lease.

29 APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRSs)

New standards, amendments and interpretations effective for annual reporting period beginning on 01 January 2021

Following amendments and interpretations that became effective as of 1 January 2021:

Interest Rate Benchmark Reform-Phase 2 (Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16)

The amendments made to IFRS 9 Financial Instruments, IAS 39 Financial Instruments: Recognition and Measurement, IFRS 7 Financial Instruments: Disclosures, IFRS 4 Insurance Contracts and IFRS 16 Leases provide certain reliefs in relation to interest rate benchmark reforms. The amendments are effective for annual reporting periods beginning on or after 1 January 2021.

The adoption of this amendment is not applicable to the Group and had no impact on the consolidated financial statements.

New standards and amendments are not yet effective

A number of new standards, amendments and interpretations to standards are effective for annual periods beginning after 1 January 2021 and earlier application is permitted for annual periods beginning on 1 January 2021; however, the Group has not early applied the following new standards, amendments and interpretations in preparing these (consolidated) financial statements.

The following new and amendments standards are not expected to have a significant impact on Group's consolidated financial statements:

- COVID-19-Related Rent Concessions beyond 30 June 2021 (Amendment to IFRS 16)
- Annual Improvements to IFRS Standards 2018-2020
- Reference to the Conceptual Framework (Amendments to IFRS 3)
- Property, Plant and Equipment: Proceeds before Intended Use (Amendments to IAS 16)
- Classification of liabilities as current or non-current (Amendments to IAS 1)
- IFRS 17 Insurance Contracts and amendments to IFRS 17 Insurance Contracts
- Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)
- Definition of Accounting Estimates (Amendments to IAS 8)
- Deferred tax related to assets and liabilities arising from a single transaction (Amendments to IAS 12)
- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28)
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12)
- Onerous contracts – Cost of Fulfilling a Contract (Amendments to IAS 37)

30 DIVIDENDS

Dividend declared for year 2020

During the year, following the approval at the Annual General Assembly held on 24 February 2021, the Company paid a cash dividend of 5% of nominal share value amounting to QR211.4 million (QR0.05 per share with nominal value of QR1 each).

Proposed dividend for year 2021

The Board of Directors has proposed a cash dividend of 6% of the nominal share value amounting to QR253.6 million (QR0.06 per share with nominal value of QR1 each). The proposed dividend is subject to approval of the shareholders during the Annual General Assembly on 28 February 2022.

31 RECLASSIFICATIONS

The comparative amounts have been reclassified, where necessary, in order to conform to the current year's presentation. Such reclassification does not affect the previously reported net profits, net assets or equity.

07 Glossary and Disclaimer

FORWARD

07

DISCLAIMER

This constitutes the annual report of Vodafone Qatar P.Q.S.C. ("Vodafone Qatar") and its subsidiaries (together referred to as "the Group") for the financial year ended 31 December 2021. The content of the Company's website (www.vodafone.qa) should not be considered to form part of this annual report. In the discussion of the Group's reported consolidated financial position, consolidated operating results and consolidated cash flows for the year ended 31 December 2021, the material is presented to provide readers with additional financial information that is regularly reviewed by management. However, this additional information is not uniformly defined by all companies, including those in Vodafone Qatar's industry. Accordingly, it may not be comparable with similarly-named measures and disclosures by other companies. The terms "Vodafone Qatar", "we", "us" refer to Vodafone Qatar P.Q.S.C. and its subsidiaries (as applicable). This annual report contains forward-looking statements that are subject to risks and uncertainties, including statements about the Group's beliefs and expectations. All statements other than statements of historical or current facts included in the document are forward-looking statements. Forward-looking statements express the current expectations and projections of the Group relating to the condition, plans, objectives, future performance and business of the Group, as well as their expectations in relation to external conditions and events relating to the Group and its respective sector, operations and future performance. You can identify forward-looking statements by the fact that they do not relate strictly to historical or current facts. The forward-looking statements may include (without limitation) words such as "forecast", "anticipate", "estimate", "believe", "project", "plan", "intend", "prospective" and other words and terms of similar meaning in connection with any discussion of the timing or nature of future operating or consolidated financial performance or other events. Due to these factors, the Group cautions that you should not place undue reliance on any forward-looking statements. Further, any forward-looking statement speaks only as of the date on which it is made. New risks and uncertainties arise from time to time, and it is impossible to predict these events or how they may affect the Group. Except as required by Qatari law, the rules of the QFMA, or the rules of the Qatar Stock Exchange, the Group has no duty to, and does not intend to, update or revise the forward-looking statements included herein after the date of the annual report. Vodafone, the Vodafone logo and any and all Vodafone product and services names are trademarks of Vodafone Group Plc and its associated entities. Other product and Company names mentioned herein may be the trademarks of their respective owners.

GLOSSARY

Distributable Profits
Net profit or loss plus amortisation of the licence, for the financial period.

ARPU
Average Revenue Per User – Service revenue divided by average customers.

EBITDA
Earnings Before Financing Income / Costs, Tax, Depreciation, Amortisation and Industry fee

Return on Capital Employed (ROCE)
It is calculated as: (Net Profit + financing cost on borrowings) / Average (Equity + Loans and borrowings)

EBITDA Margin
EBITDA divided by revenue for the financial period.

Net Debt / Net Financing Position
Long-term and short-term borrowings less cash and cash equivalents

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Together we can

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