

Corporate Governance Report 2024



CORPORATE GOVERNANCE REPORT FOR THE FINANCIAL YEAR ENDED ON 31 DECEMBER 2024

1. 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 2024. This report is intended to provide shareholders with a comprehensive overview of the Company's governance policies and practices and outlines 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 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

2. COMPLIANCE WITH THE APPLICABLE QFMA LAWS AND RELEVANT LEGISLATIONS

In 2024, Vodafone Qatar has not been subject to any sanctions or financial penalties imposed by the QFMA for non-compliance with any provisions of the QFMA laws and relevant legislations. This reflects the Company's consistent commitment to maintain full compliance with all applicable QFMA laws and relevant legislations including the QFMA Corporate Governance Code.

Vodafone Qatar has endeavoured and continues to take steps to align its policies and practices with the requirements of the QFMA Corporate Governance Code as well as international best practice governance principles.



3. BOARD OF DIRECTORS

3.1 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).

The current Board of Directors as of 31 December 2024 comprises seven (7) members as detailed below.

Name	Position	Original Date Elected / Appointed
H.E. Mr. Abdulla Bin Nasser Al Misnad	Chairman Independent Non-Executive	25/07/2016
H.E. Mr. Akbar Al Baker	Vice-Chairman Independent Non-Executive	25/07/2016
Mr. Rashid Fahad Al-Naimi	Non-Independent Executive (Managing Director)	23/06/2008
H.E. Sheikh Saoud Abdul Rahman H.A Al-Thani	Non-Independent Non-Executive	29/03/2018
Mr. Nasser Jaralla Al-Marri	Non-Independent Non-Executive	25/07/2016
Mr. Nasser Abdulla Al Misnad	Non-Independent Non-Executive	09/03/2023
Ms. Alnowar Al-Khulaifi	Independent Non-Executive	20/02/2024

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, one-third of the Board is composed of independent members and the majority consists of non-executive Board members.

3.2 Board Composition

The Annual General Assembly (the "AGA") of shareholders, held on 28 February 2022, elected three Independent Board members to the Company's Board for a maximum term of three years (2022-2024). In addition, Vodafone and Qatar Foundation LLC, the private founder of the Company, appointed four Board members in accordance with Article (29) of the Company's Articles of Association.

Effective 25 January 2024, H.E. Sheikh Hamad Bin Faisal Thani Jassim Al Thani apologised for not completing the remaining term of his membership on the Company's Board of Directors. Consequently, the AGA of shareholders, held on 20 February 2024, elected Ms. Alnowar Mohammed Al-Khulaifi as an independent Board member to fill the vacant seat for the remainder of the Board term (2022-2024).

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

3.3 Biography of Board Members



H.E. Mr. Abdulla Bin Nasser Al Misnad

Number of shares held directly in Vodafone Qatar as of 31 December 2024: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2024: 259,161 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 of the 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 – Board Member



H.E. Mr. Akbar Al Baker

Number of shares held directly in Vodafone Qatar as of 31 December 2024: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2024: 0 shares

Currently the advisor to H.E. the Prime Minister and Minister of Foreign Affairs of Qatar, H.E. Mr. Akbar Al Baker concluded his tenure as the CEO of the Qatar Airways Group in November 2023. During his leadership, he emerged as a prominent figure in the global aviation industry, steering Qatar Airways from a regional carrier to a preeminent global airline within a remarkable 27-year span. Notably, he played a pivotal role in guiding the airline to unprecedented success, particularly during the challenges posed by the COVID-19 pandemic, where Qatar Airways became one of the world's largest international carriers.

H.E. Mr. Al Baker is a highly accomplished business leader based in Doha, having served as the CEO of several key divisions within Qatar's national airline. His influence extends beyond Qatar Airways, as evidenced by his previous tenure as Chairman of Qatar Tourism, his role as the Chairman of the Governing Board of the oneworld® Alliance and his membership on the Board of Governors of the International Air Transport Association (IATA) since 2012, where he assumed the position of Chairman from 2018 to 2019. Additionally, he has been an integral member of the Executive Committee of the Arab Air Carriers Organisation (AACO) since 2011, serving as Chairman from 2013 to 2016.

H.E. Mr. Al Baker is also on the Board of London Heathrow airport and the Board of Msheireb Properties.

Born in Doha, H.E. Mr. Al Baker holds a private pilot license and is a graduate in Economics and Commerce. His journey in aviation began at the Civil Aviation Directorate, where he climbed the ranks before being entrusted with the monumental task of establishing the world's premier airline in 1997. Under his leadership, Qatar Airways has garnered numerous accolades, notably achieving the prestigious "Skytrax Airline of the Year" title for close to a full decade, underscoring its unrivaled excellence in the industry.

Education

- BA, Economics and Commerce



Mr. Rashid Fahad Al-Naimi

Number of shares held directly in Vodafone Qatar as of 31 December 2024: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2024: 600,000 shares

As the Chief Executive Officer 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. In addition, Mr. Al-Naimi currently holds the position of Vice-Chairman at Qatari Investors Group.

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 Saoud Abdul Rahman Hassan Al-Thani

Number of shares held directly in Vodafone Qatar as of 31 December 2024: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2024: 0 shares

H.E. Sheikh Saoud Al-Thani currently serves as an Advisor at Qatar Foundation Endowment (QFE). He recently held the position of Vice-Chairman and Managing Director of Qatar Solar Technologies (QSTec) and was also a member of the Board of Directors for Qatar Solar (QS).

Sheikh Al-Thani is a distinguished leader in energy investments with a robust track record of building a diverse portfolio for major organizations, including Qatar Fuels (WOQOD) and Qatar Petroleum International (QPI).

In his previous role as Chairman of Qatar Fuels (WOQOD), Sheikh Al-Thani directed the rapid expansion of the company’s distribution centers and inspection stations. He was pivotal in developing new revenue streams, implementing advanced payment systems, and spearheading the launch of Q-Jet’s new aviation fuel facilities at Hamad International Airport.

With over 25 years of experience in the energy sector, including more than a decade in senior leadership positions globally, Sheikh Al-Thani has excelled in optimizing organizations, teams, and investments to enhance shareholder value. Prior to his role at Qatar Fuels, he held executive positions at Qatar Petroleum International, where he was responsible for identifying, evaluating, managing, and negotiating QPI’s investments.

Currently, Sheikh Al-Thani serves as Vice Chairman of the Board for Al Rayan Investment, the investment arm of Masraf Al Rayan, and is a Board of Trustees Member of the Abdullah Bin Hamad Al-Attiya International Foundation for Energy & Sustainable Development. He is also a Board Member for Vodafone Qatar.

A prominent keynote speaker at global energy conferences, Sheikh Al-Thani has led numerous Qatari delegations on oil and gas investments. His ability to navigate complex organizations and meet tight deadlines has earned him various chairmanships and board memberships across the energy, industry, and education sectors.

Committed to the value of continuing education and research, Sheikh Al-Thani is passionate about helping individuals and organizations achieve their full potential.

Education

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



Mr. Nasser Jaralla Al-Marri

Number of shares held directly in Vodafone Qatar as of 31 December 2024: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2024: 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 and 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 and United Development Company (UDC).

Education

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



Mr. Nasser Abdulla Al Misnad

Number of shares held directly in Vodafone Qatar as of 31 December 2024: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2024: 5,053,656 shares

Mr. Nasser Al Misnad worked for five years at Barzan Holdings in the field of Strategic Capabilities and he is currently a Board member at Qatari Investors Group.

Education

- Bachelor in Business Administration - University of la Verne (State of California, USA)

Mr. Al Misnad has also passed the following courses:

- Associate in Project Management (CAPM)
- Time and Stress Management for Graduates Social Styles
- Effective Team Working
- Emotional Intelligence for Graduates
- Contract Principles and Purposes



Ms. Alnowar Al-Khulaifi

Number of shares held directly in Vodafone Qatar as of 31 December 2024: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2024: 0 shares

Ms. Alnowar Al-Khulaifi is the Senior Advisor to Chairperson at Qatar Foundation since October 2022, providing counsel to reinforce the Chairperson's vision and mission.

Before her current role, Ms. Al-Khulaifi was the Executive Director of Her Highness Sheikha Moza bint Nasser's Office at Qatar Foundation.

In her role she has provided strategic analysis, communication guidance and support on all matters pertaining to Her Highness' official roles and responsibilities. She played an integral role in creating the office infrastructure, and aligning teams and operations with Her Highness' vision, goals and priorities.

Ms. Al-Khulaifi has hands on experience with various projects and initiatives at Qatar Foundation, and has been appointed to serve in other projects such as: The Committee Chair of the State of Qatar Gift Selection committee, member of the Board of Directors of Qatar Luxury Group, Amwal Company, and Qatar Marine Festival.

Education

- EMBA, Business Administration – American University of Beirut
- MA, International Studies and Diplomacy – School of Oriental and African Studies - University of London
- BA, Arts with major in English – Qatar University

3.4 Combination of Positions

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

3.5 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 2024, as indicated in the table below.

Board Members	Dates of Board Meeting	Attendance					
		24 January 2024* (Approval of Year-End financial results)	23 April 2024 (Approval of first quarter financial results)	4 June 2024 (Business update)	23 July 2024 (Approval of second quarter financial results)	23 October 2024 (Approval of third quarter financial results)	15 December 2024 (Approval of 2025 Budget)
H.E. Mr. Abdulla Bin Nasser Al Misnad		✓	✓	✓	✓	✓	✓
H.E. Mr. Akbar Al Baker		✓	✓	✓	✓	✓	✓
Mr. Rashid Fahad Al-Naimi		✓	✓	✓	✓	✓	✓
H.E. Sheikh Saoud Abdul Rahman H.A Al-Thani		✓	✓	✓	✓	✓	✓
Mr. Nasser Jaralla Saeed Al-Marri		✓	✓	✓	✓	✓	✓
Mr. Nasser Abdulla Al Misnad		✓	✓	✓	✓	✓	✓
Ms. Al Nowar Al-Khulaifi		N/A	✓	✓	✓	✓	✓
H.E. Sheikh Hamad Bin Faisal Thani Jassim Al Thani		✓	N/A	N/A	N/A	N/A	N/A

**Before the election of the new independent Board member*

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.

3.6 Board Performance and 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 2024.

In addition, the 2024 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 aspects 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 with no areas of concern identified. The Board adopted and approved the report taking into consideration the importance of continuously sustaining efforts to enhance the Board’s effectiveness and governance practices.

3.7 Board Remuneration

In accordance with the provisions and the requirements of Commercial Companies Law 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 the distribution of dividends of not less than 5% of the Company’s share capital to shareholders.

The Board recommended the payment of remuneration to Board members in recognition of their achievements during the financial year ended on December 31st 2024. The total remuneration proposed to the Board for the financial year ended on December 31st 2024 is referred to in note 25 of 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 AGA.

3.8 Learning and Development

The Company has a 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 as and when required.

In the financial year ended on December 31st 2024, the Company conducted an induction training session to the newly appointed Board member to equip her with the necessary knowledge and insights to effectively contribute and fulfil her obligations and responsibilities under the current applicable laws and regulations.

Additionally, Vodafone Qatar keeps the Board Members consistently 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 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.

At the level of executive management and employees, the Company has a 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.

3.9 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 2024.

3.10 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 to 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.

4 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).

Board Member	Position	Board Member Type
Ms. Alnowar Al-Khulaifi	Chairperson	Independent and Non-Executive
H.E. Mr. Akbar Al Baker	Member	Independent and Non-Executive
Mr. Rashid Fahad Al-Naimi	Member	Non-Independent and 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 Audit Committee currently comprises of three (3) members, two (2) of whom are independent Board members.

The Audit Committee responsibilities include, but are not limited to:

- (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;

4.1 Audit Committee

The Audit Committee of Vodafone Qatar was re-constituted after the election of the new independent Board member, Ms. Alnowar Al-Khulaifi. The Audit Committee currently consists of the following members who have the necessary expertise to fulfil the responsibilities of the committee:

- (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 basis, 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 2024, the Audit Committee met on six (6) occasions as follows:

Committee Members Dates of Audit Committee Meetings	Attendance					
	24 January 2024*	23 April 2024	4 June 2024	23 July 2024	23 October 2024	15 December 2024
Ms. Alnowar Al-Khulaifi	N/A	✓	✓	✓	✓	✓
H.E. Mr. Akbar Al Baker	✓	✓	✓	✓	✓	✓
Mr. Rashid Fahad Al-Naimi	✓	✓	✓	✓	✓	✓
H.E. Sheikh Hamad Bin Faisal Thani Jassim Al Thani	✓	N/A	N/A	N/A	N/A	N/A

*Before the Audit Committee reconstitution

The main recommendations of the Audit Committee to the Board of Vodafone Qatar in 2024 were as follows:

- (a) Approval of the Company's full-year financial statements for the year ended on December 31st 2023, 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 2024 and the nine (9) months ended September 30th 2024;
- (d) Approval of the Board of Directors' assessment of Internal Control over Financial Reporting ("ICOFR") for the financial year 2023;
- (e) Approval of the Company's corporate governance report 2023;
- (f) Approval of the re-appointment of KPMG as the Company's external auditor for the financial year 2024 and their fees;
- (g) Approval of the annual audit plan 2024; and
- (h) Approval of a new insider trading policy.

The main updates of the Audit Committee to the Board of Vodafone Qatar in 2024 were as follows:

- a) External auditors' report on ICOFR for the financial year 2023;
 - b) External auditors' report on corporate governance for the financial year 2023;
 - c) Progress against internal audit plan and audit activity summary results;
 - d) Internal audit management actions status;
 - e) Fraud reports;
 - f) Oversight on the enterprise risk management register;
 - g) Compliance report; and
 - h) External auditors' update and 2024 audit strategy.
- All recommendations and decisions taken by the Audit Committee are presented to the full Board for endorsement and approval.

4.2 Remuneration Committee

The Remuneration Committee 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 Misnad	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 primarily 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 2024 as follows:

Committee Members	Date of Remuneration Committee Meeting	24 January 2024
H.E. Mr. Akbar Al Baker		✓
Mr. Rashid Fahad Al-Naimi		✓
Mr. Nasser Al Misnad		✓

The main recommendations put forward to the Board in 2024 by the Remuneration Committee were as follows:

- (a) Approval of the Company's Short-Term Incentive (Bonus) for the financial year 2023;
- (b) Approval of the annual salary review for the financial year 2024;
- (c) Approval of the Company's Long Term Incentive Plan for the financial year 2024;
- (d) Approval of the Company's Short-Term Incentive (Bonus) targets for the financial year 2024; and

- (e) Approval of the Board remuneration for the financial year 2023.

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.

4.3 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 primarily 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 twice during 2024 as follows:

Committee Members	Dates of Nomination Committee Meetings	6 February 2024	15 December 2024
Mr. Rashid Fahad Al-Naimi		✓	✓
H.E. Sheikh Saoud Abdul Rahman Al-Thani		✓	✓
Mr. Nasser Al-Marri		✓	✓

The main recommendations put forward to the Board in 2024 by the Nomination Committee were as follows:

- (a) Approval of the list of nominees for the election of one independent Board membership at Vodafone Qatar and submission of the Nomination Committee's report to the Board on the assessment of candidates;
- (b) Submission of the annual report to the Board on the performance of the Board and its Sub-Committees for the financial year 2024;
- (c) Approval of the 2025-2027 Board of Directors Election plan and related documents, conditions and requirements;

- (d) Approval of the Company's organisational chart;
- (e) Approval of the appointment of a new Chief Operating Officer (COO); and
- (f) Approval of the updated succession planning for the Company's management.

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.

5 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 noting 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 was appointed as Company Secretary since April 1st, 2019. She has many 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.



6 EXECUTIVE MANAGEMENT TEAM

6.1 Executive Management Biography and Responsibilities



Sheikh Hamad Abdulla Jassim Al Thani
Chief Executive Officer (CEO)

Number of shares held directly in Vodafone Qatar as of 31 December 2024: 22,012,846 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2024: 0 shares

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. In addition, Sheikh Hamad currently holds the position of Chairman at Meeza.

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)

Responsibilities

Sheikh Hamad 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 (CHRO)

Number of shares held directly in Vodafone Qatar as of 31 December 2024: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2024: 0 shares

Khames Al Naimi is a progressive leader who has elevated Qatari organizations to compete at the global stage. He has successfully navigated complex intricacies of managing cultural shift and digital transformation. He is a believer in the combined power of multi-cultural talent pool and digital innovations to drive operational excellence and growth of organizations. He is dedicated to mentoring future talents, fostering their growth and development to ensure they become the next generation of future-ready leaders. He has won many laurels for his efforts to encourage participation of Qataris in workforce through carefully designed Qatari engagement initiatives.

He has worked across different sectors, including oil & gas, education & media and mega sport events like FIFA Football World Cup. Previously, he served as the HR Department Director for the Supreme Committee for Delivery and Legacy; prior to which he held different roles at Qatar Foundation (QF) subsidiaries and Dolphin Energy Ltd.

He joined Vodafone Qatar in May 2018 as the Chief Human Resources Officer (CHRO) with the challenge of leading People, Culture & Talent Strategy. He is also entrusted with leading our Sustainability and Business Continuity programs.

Under his leadership, Vodafone Qatar has undergone a comprehensive cultural and talent transformation, enhancing productivity and fostering a culture of continuous improvement and innovation. He has leveraged data-driven decision making and advanced analytics to significantly enhance operational efficiency and drive strategic growth. His efforts have helped Vodafone Qatar become a talent destination, attracting and retaining top talent through a carefully curated Employee Experience program that covers a plethora of initiatives. He remains firmly focused on future challenges facing organizations such as to incorporate AI in all facets of organization. In his own words: "Talent will always be at the core of every organization. As a People & Culture leader, my challenge is to empower talent with advanced tools like AI so that we remain one step ahead in the technology race."

Education

- Executive Master's Degree in Strategic Business Management (HEC Paris)
- B.Sc. in Business Administration (Applied Science University)

Responsibilities:

Khames Al Naimi is responsible for many facets of day-to-day operations including people, property, community engagement and industry relations; to ensure we are a future-ready agile organization, able to adapt to changing business environment, driven by a culture of learning and continuous improvement, while deeply rooted in our time-honoured Qatari values.



Baran Yurdagul
Chief Operating Officer (COO)

Number of shares held directly in Vodafone Qatar as of 31 December 2024: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2024: 0 shares

Baran Yurdagul is an experienced telecommunications professional bringing over 24 years of international experience to his role as Vodafone Qatar's Chief Operating Officer. He has left his imprint across prominent MENA telecommunications market providers and has excelled across commercial transformation and strategic growth.

Before joining Vodafone Qatar, Baran served as Vice President to the Consumer Business Unit at Omantel. Under this role, Baran transformed Oman's telecommunications industry through successfully launching the country's first 5G services. His strategic initiatives have supported the company's development and allowed for notable digital innovations.

Baran's extensive career also includes leadership roles at Turk Telekom and Turkcell, where he was fundamental in launching 4G/LTE networks, leading digital content markets, and significantly growing business revenues.

Baran has consistently responded to market needs and pioneered products that have reshaped the telecommunications landscape. His appointment as Vodafone Qatar's Chief Operating Officer will ensure that his leadership in digital transformation and pioneering commercial solutions will be utilised to contribute to Vodafone Qatar's cutting-edge products and services.

Education:

- MBA, Selcuk University
- Bachelor of Computer Engineering, Selcuk University

Responsibilities

Baran Yurdagul, 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 Bactor
Chief Technology Officer (CTO)

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

Responsibilities

Ramy Bactor, as CTO, is responsible for the development and implementation of the overall technology strategy of the Company. Ramy Bactor 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.

Number of shares held directly in Vodafone Qatar as of 31 December 2024: 0 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2024: 0 shares

Ramy Bactor has over 25 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.

Ramy joined Vodafone Qatar in February 2014 as Chief Technology Officer (CTO). Ramy 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, Bactor managed to give the Company the high ground in a very competitive market.



Masroor Anjum
Chief Financial Officer (CFO)

In March 2022, Masroor was appointed as Chief Financial Officer, where he continues to play a central role in shaping the financial strategy and operations of Vodafone Qatar.

Education

- Chartered Accountant from Institute of Chartered Accountants, Pakistan
- BCom, Commerce - University of Punjab, Pakistan

Responsibilities

Masroor Anjum, as CFO, 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.

Number of shares held directly in Vodafone Qatar as of 31 December 2024: 1,729,031 shares

Number of shares held indirectly in Vodafone Qatar as of 31 December 2024: 0 shares

Masroor Anjum is a seasoned finance professional and a Fellow Member of the Institute of Chartered Accountants of Pakistan, with over 23 years of extensive leadership experience spanning the finance and telecommunications industries.

Masroor began his career with PricewaterhouseCoopers in 2001, where he gained a solid foundation in financial practices before transitioning into the telecom sector. His journey in telecommunications includes pivotal roles at Veon, Telenor Group, and Warid Telecom, where he developed a comprehensive understanding of financial management within the industry.

Joining Vodafone Qatar in 2014, Masroor progressively assumed key roles, including Acting CFO, Head of Financial Planning and Analysis, and Head of Finance Business Partners. His strategic leadership has been instrumental in transforming the Company's cost structure, driving a remarkable improvement in profitability metrics.

6.2 Senior Management Performance, Remuneration and Succession Planning for 2024

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 2024, 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.

The Board has also adopted an updated succession planning policy in order to ensure business continuity.

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 2024.

For details of the remuneration paid to the Executive management team of Vodafone Qatar, please refer to Note 25 of the Company's financial statements as of December 31st 2024, which are also included in the Vodafone Qatar Annual Report. The Financial Statements are pending the endorsement of the AGA meeting.

7 INTERNAL CONTROL AND RISK MANAGEMENT

7.1 Internal Control Processes

The Board assumes overall responsibility for internal risk management and control processes. 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 2024.

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 operating effectiveness of the Group's ICOFR as at 31 December 2024 (the "ICOFR 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' ICOFR Statement fairly presents that the Group's ICOFR were properly designed and implemented and are operated effectively in accordance with the COSO framework.

The External Auditors' and the Directors' ICOFR reports are included at the end of the Corporate Governance report for the year ended December 31, 2024.

7.2 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.

7.3 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.

This year, Vodafone Qatar successfully participated in "Watan Exercise" in cooperation with all military and civil state institutions to showcase the risks and incidents that the State of Qatar may face. Vodafone Qatar demonstrated its skills and expertise in Network Recovery in different scenarios which were activated in the live telecom environment. This clearly shows that the Company's Telecom Infrastructure has complete "Resiliency" in the network which can support any disruptions in the network.

Vodafone Qatar was recommended for continuation of the ISO 22301:2019 certification for Business Continuity. This certification included all premises as part of the scope for Re-Certification audit done by Intertek Global International LLC.

7.4 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 ten (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.

7.5 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.

7.6 External Auditor

The decision to appoint the External Auditors including a review of the External Auditor's remuneration is made at the AGA by the shareholders. The External Auditors attend the AGA 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 addition 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 re-appoint KPMG as the External Auditors of Vodafone Qatar and to fix their fees was approved by the shareholders of the Company at the AGA which took place on 20 February 2024.

8 DISCLOSURE AND TRANSPARENCY

Vodafone Qatar has throughout 2024 complied with the disclosure requirements set out in the rules and regulations of the QFMA and the Qatar Stock Exchange (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 Edaa within the deadlines and rules stipulated there with. 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, AGA invitations, 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, presentations, official announcements and press releases of significance are available on the Company's website on the day of publication.

9 SUBSIDIARIES

The Company has the following five fully owned subsidiaries:

Subsidiary Companies	Location	Nature of Business	Holding
Infinity Solutions LLC	Qatar	Operational and administrative services	100%
Infinity Payment Solutions WLL	Qatar	Fintech and digital innovation services	100%
Allied Advertising Group WLL	Qatar	Advertising and sales promotion	100%
Infinity Fintech Ventures LLC	Qatar	Investment company	100%
Infinity Global Services LLC	Qatar	Investment company	100%

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

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 2024.

The Board adopted previously 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.

10 RELATED PARTY AND CONFLICTS OF INTEREST

The Board of Directors has adopted 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 total value exceeds 10% 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 Extraordinary General Assembly (“EGA”). This Article protects shareholders' rights in general and minorities in particular in the event that the Company conducted major transactions that might harm their interests or prejudice the ownership of the Company's capital.

Vodafone Qatar is compliant with Article (62) of the Company's AoA. The Company did not enter into any major transactions with Related Parties during the financial year ended on December 31st 2024 (as defined in the QFMA Governance Code). For any other transactions with Related Parties, they are mainly 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.

11 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.

12 INSIDER TRADING

The Board approved a new insider trading policy, establishing clear guidelines and robust procedures to address insider trading activities and prevent the misuse of sensitive and material information. The policy ensures compliance with relevant regulatory rules and regulations, in particular the QFMA insider trading rules (QFMA's Board Decision No. (2) Of 2024). Black-out dates are communicated to the Vodafone Qatar Board, Executive Management Team and all employees before the start of each trading black-out period. Additionally, Vodafone Qatar has submitted an updated list of the Company's insiders to the QSE, the QFMA and Edaa. The list of Insiders is continuously reviewed and updated as necessary.

13 LITIGATION AND DISPUTES

The Financial Year ended on December 31st 2024 was free of any lawsuits that had a material financial impact.

14 OWNERSHIP STRUCTURE AND 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.

14.1 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 AGA 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.

Vodafone Qatar has been awarded the “Leading Corporate for Investor Relations in Qatar” at the 2024 Middle East Investor Relations Association (MEIRA) Annual Investor Relations Awards Ceremony. This award highlights Vodafone Qatar's commitment to ensuring transparency, adequate disclosure standards, credibility, quality of meetings and effective and responsive communication with its investors, which attests to the company's continuous dedication to meeting international best practices.

14.2 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 AGA and EGA meetings 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 convene its General Assembly meetings at suitable times and locations to maximise shareholder participation. Shareholders are entitled to appoint proxies to attend these meetings on their behalf, with detailed instructions provided in the notices for both the AGA and EGA. Vodafone Qatar ensures that the agenda items for the AGA and EGA are clearly outlined in the notices, and detailed explanations of the proposed resolutions are presented during the meetings. Resolutions passed during these meetings are promptly disclosed to the QSE and the QFMA. Furthermore, the minutes of these meetings are disclosed immediately upon approval and are made available, along with the resolutions, on the Company's official website. This commitment to transparency ensures that shareholders can easily review and stay informed about the outcomes of the meetings.

14.3 Access to information

Vodafone Qatar has an “Investor Relations” page on its website, providing shareholders and other stakeholders with information about the Company, including financial reports, share price performance, governance updates, sustainability information, and other key disclosures. The page is regularly updated to ensure that shareholders have the most current and relevant information, empowering them to make informed decisions.

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 Edaa.

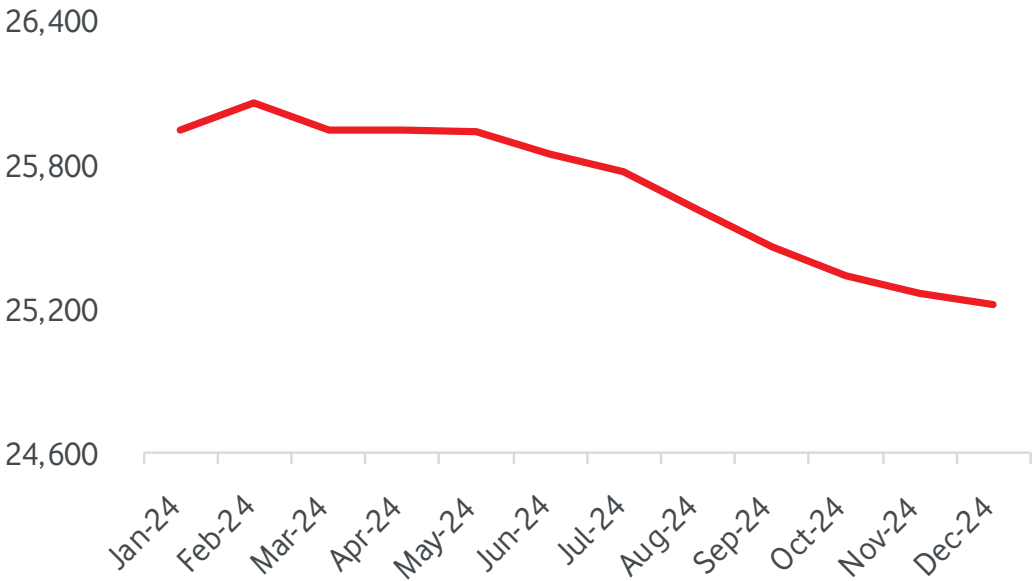
14.4 Major Shareholders

The Company's major shareholders as at 31 December 2024 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	Corporation	Qatar	1,902,150,000	45.00%
Pension Fund - General Retirement and Social Insurance Authority	Government	Qatar	303,431,013	7.18%
Military Pension Fund - General Retirement Authority	Government	Qatar	222,129,139	5.26%
Qatar Foundation for Education Science and Community Development	Corporation	Qatar	211,350,000	5.00%
		Total	2,639,060,152	62.44%

14.5 Number of Shareholders

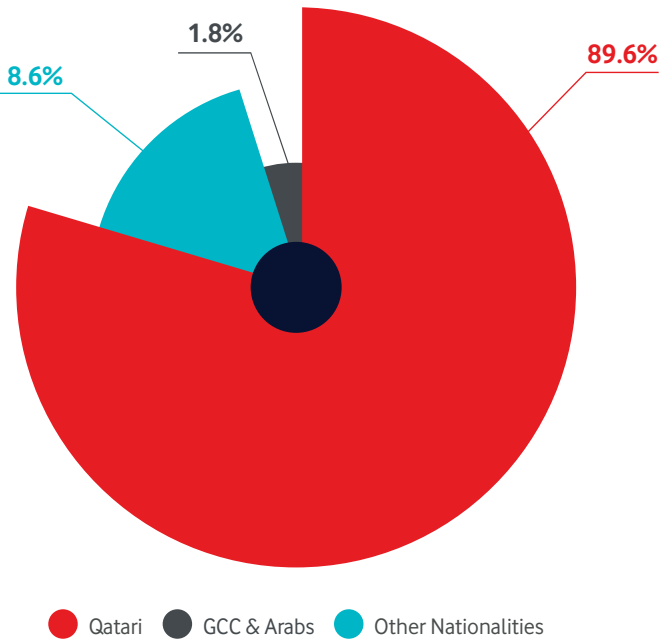
On 31 December 2024, the total number of shareholders in Vodafone Qatar reached 25,213 down from 25,994 as end of December 2023.



14.6 Shareholder Base by Nationality

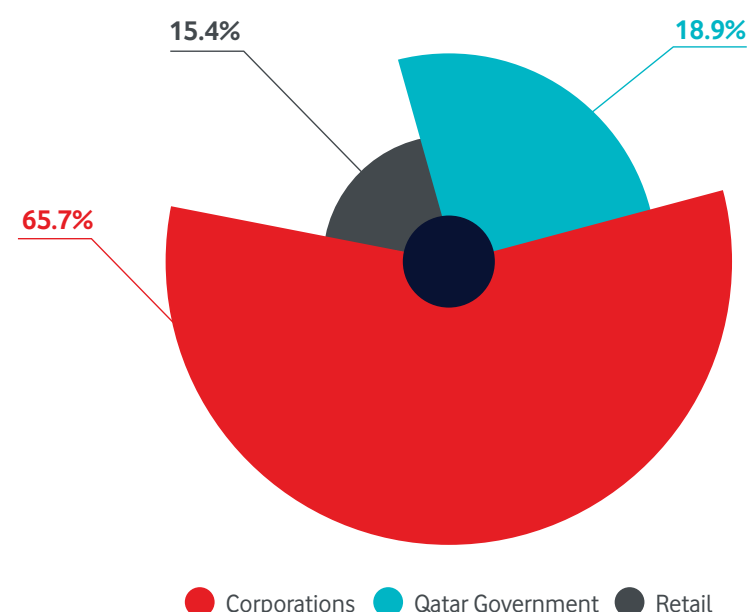
The percentage of shares held by Qatari shareholders (being shareholders, either citizens or entities incorporated in Qatar) increased slightly to reach 89.6% of the Company's share capital (including the 45% equity stake held by Vodafone and Qatar Foundation LLC) up from 89.5% as at 31 December 2023.

Shares owned by shareholders from other Arab nationalities and other nationalities reached respectively 1.8% (down from 2.5% last year) and 8.6% (up from 8% last year) of the Company's share capital.



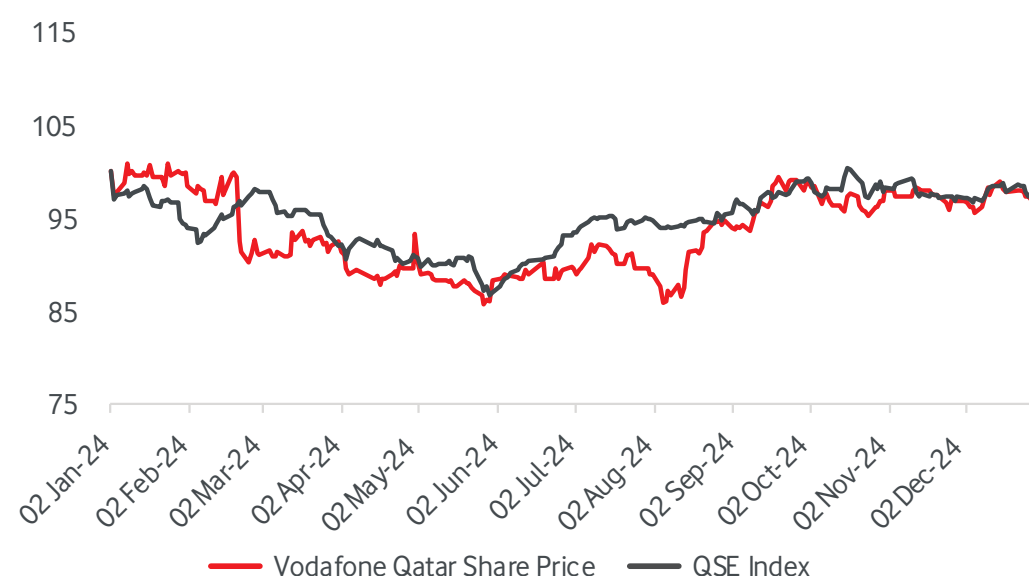
14.7 Shareholder Base by Category

On the 31st of December 2024, the percentage of the Company's issued and paid up share capital owned by Corporations reached 65.7% (down from 66.6% last year), those owed by the Qatari Government reached 18.9% (up from 18.6% last year) and those owned by Retail shareholders reached 15.4% (up from 14.8% last year).



14.8 Share Price Movement

In the financial year ended on 31st December 2024, Vodafone Qatar's share price decreased by 4.04% to reach QR 1.83 down from QR 1.91 on the 31st of December 2023.



14.9 Share Trading Activity

Vodafone Qatar suspended the Liquidity Provision service for its listed shares, effective Monday, 17 June 2024.

In Financial Year 2024, Vodafone Qatar daily average traded volume and value reached respectively around 5.1mn shares and QR 9.1mn.

15 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 whistleblowing reports.

Additionally, the Company has 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.

16 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.

17 COMMUNITY RIGHTS

17.1 Sustainability

Vodafone Qatar's sustainability framework, "Connecting for a Better Future," is a comprehensive approach that aligns its business operations with environmental, social, and economic considerations. The strategy focuses on three key areas: Inclusion for digital enrichment, human prosperity, and safeguarding the planet. By integrating these pillars into their operations, Vodafone Qatar aims to create a sustainable future that benefits both the company and its stakeholders.

In accordance with its strategic framework, Vodafone Qatar actively engages in various initiatives to promote sustainability. The Company has made significant investments in digital infrastructure, such as the Msheireb Smart City project and the nationwide rollout of Smart Meters, which enhance energy efficiency and reduce carbon emissions. Vodafone Qatar also supports community development through programs that foster digital inclusion and provide equal opportunities for all.

By continuously refining their materiality assessment and aligning with global sustainability standards, Vodafone Qatar ensures that their sustainability efforts remain relevant and impactful, contributing to the broader goals of the Qatar National Vision 2030.

For more information on Vodafone Qatar's sustainability initiatives, Please refer to the sustainability section of this annual report along with the Company's sustainability reports available on the Company's website: <https://www.vodafone.qa/sustainability>.

17.2 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 2023 was QR 13.50mn and the total amount accrued for the financial year 2024 is QR 15.02mn.

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

EXTERNAL AUDITOR’S REPORT ON CORPORATE GOVERNANCE

INDEPENDENT LIMITED ASSURANCE REPORT

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

Report on the Company’s compliance with its Articles of Association and the provisions of the Qatar Financial Markets Authority’s law and relevant legislations 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 Directors’ assessment (a) whether the Company has a process in place to comply with its Articles of Association, the provisions of the QFMA’s law and relevant legislations; and (b) whether the Company is in compliance with the provisions of the Code during the year ended 31 December 2024, together referred to as “the Corporate Governance Statement”.

Responsibilities of the Board of Directors

The Board of Directors of the Company is responsible for:

- preparation and fair presentation of the Corporate Governance Statement in accordance with the Code. The Board of Directors provided the Corporate Governance Statement, which was shared with KPMG on 27 January 2025 (Appendix 1), and to be included as part of the annual corporate governance report.
- designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the Corporate Governance Statement that is free from material misstatement, whether due to fraud or error.
- preventing and detecting fraud and for identifying and ensuring that the Company has a process in place to comply with its Articles of Association, the provisions of the QFMA’s law and relevant legislations and compliance with the provisions of the Code.
- ensuring that management and staff involved with the preparation of the Corporate Governance Statement are properly trained, systems are properly updated and that any changes in reporting encompass all significant business units.

Our Responsibilities

Our responsibility is to examine the Corporate Governance Statement prepared by the Company and to report thereon in the form of an independent limited assurance conclusion based on the evidence obtained. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* issued by the International Auditing and Assurance Standards Board. That standard requires that we plan and perform our procedures to obtain a meaningful level of assurance about whether the Corporate Governance Statement is fairly presented in all material respects, in accordance with the requirements as per Article 24(4) of the Code.

We apply International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or 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 process for compliance with its Articles of Association, the provisions of the QFMA’s law and relevant legislations, and its compliance with the provisions 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 its Articles of Association, the provisions of the QFMA’s law and relevant legislations, and its compliance with provisions of the Code and other engagement circumstances, we have considered the process used to prepare the Corporate Governance Statement in order to design limited assurance procedures that are appropriate in the circumstances, but not for the purposes of expressing a conclusion as to the effectiveness of the Company’s process or internal control over the preparation and fair presentation of the Corporate Governance Statement.

Our engagement also included assessing the appropriateness of the Company’s process for compliance with its Articles of Association, the provisions of the QFMA’s law and relevant legislations and its compliance with the provisions of the Code, the suitability of the criteria used by the Company in preparing the Corporate Governance Statement in the circumstances of the engagement, evaluating the appropriateness of the methods, policies and procedures used in the preparation of the Corporate Governance 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 provisions of the Code.

The procedures performed over the Corporate Governance 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 its Articles of Association, the provisions of the QFMA’s law and relevant legislations, and whether it is in compliance with the provisions of the Code;
- Examining the supporting evidence provided by the Board of Directors to validate the Company’s compliance with 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 Corporate Governance Statement nor of the underlying records or other sources from which the Corporate Governance Statement was extracted.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information to be included the Company’s annual corporate governance report which is expected to be made available to us after the date of this report. The Corporate Governance 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 Corporate Governance Statement

Many of the procedures followed by entities to adopt governance and legal requirements depend on the personnel applying the procedure, their interpretation of the objective of such procedure, their assessment of whether the compliance procedure was implemented effectively, and in certain cases would not maintain audit trail. It is also noticeable that the design of compliance procedures would follow best practices that vary from one entity to another, which do not form a clear set of criteria to compare with. Non-financial information is subject to more inherent limitations than financial information, given the characteristics of the Board of Directors’ assessment on the process in place to ensure compliance with the Company’s Articles of Association, the provisions of the QFMA’s law and relevant legislations and compliance with the provisions of the Code and the methods used for determining such information. Because of the inherent limitations of internal controls over compliance with relevant laws and regulations, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected.

The Corporate Governance 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 the process for compliance with the Company’s Articles of Association, the provisions of the QFMA’s law and relevant legislations and compliance with the provisions of the Code.

Conclusion

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 the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Board of Directors’ Corporate Governance Statement for the year ended 31 December 2024 that (a) the Company has a process in place to comply with its Articles of Association, the provisions of the QFMA’s law and relevant legislations; and (b) the Company is in compliance with the provisions of the Code is not, in all material respects, fairly stated in accordance with the requirements as per Article 24(4) of the Code.

Restriction of Use of Our Report

Our report is prepared for the shareholders of the Company and QFMA solely.

Our report is designed to meet the requirements of the QFMA's Corporate Governance Code and to discharge the responsibilities assigned to external auditors as specified in Article 24 of the Code. Our report should not therefore 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.

27 January 2025	Gopal Balasubramaniam
Doha	KPMG
State of Qatar	Qatar Auditors' Registry
	Number 251
	Licensed by QFMA: External
	Auditors' License No. 120153

Appendix 1: Board of Directors assessment on the process for compliance with the Company's Articles of Association, the provisions of the QFMA's law and relevant legislations and compliance with the provisions of the Code.



EXTERNAL AUDITOR’S REPORT ON INTERNAL CONTROLS OVER FINANCIAL REPORTING (ICOFR)

INDEPENDENT REASONABLE ASSURANCE REPORT

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 2024 (the “ICOFR Statement”).

Responsibilities of the Board of Directors

The Board of Directors of the Company is responsible for preparation and fair presentation of the ICOFR Statement in accordance with the control objectives set out in the criteria.

The ICOFR Statement, which was signed by the Board of Directors and shared with KPMG on 27 January 2025 (‘Appendix 1’) 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, entity level control, finance and accounts, and information technology general control;
- 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 controls relevant to the preparation and fair presentation of the ICOFR 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 effectively operating 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 also responsible for preventing and detecting fraud and for identifying and ensuring that the Group complies with laws and regulations applicable to its activities. The Board of Directors is responsible for ensuring that management and staff involved with the preparation of the ICOFR Statement are properly trained, systems are properly updated and that any changes in reporting encompass all significant business units.

Our Responsibilities

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

We apply International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or 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 suitability of the design, implementation and operating effectiveness of the Group’s internal controls over financial reporting, whether due to fraud or error.

Our engagement also included assessing the appropriateness of the Group’s ICOFR, and the suitability of the criteria used by the Group in preparing and presenting the ICOFR Statement in the circumstances of the engagement, evaluating the overall presentation of the ICOFR Statement, and whether the internal controls over financial reporting are suitably designed, implemented and are operating effectively as of 31 December 2024 based on the COSO Framework. Reasonable assurance is less than absolute assurance.

The procedures performed over the ICOFR 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”);
 - Control Environment, Risk Assessment, Monitoring, and Information and Communication (CERAMIC) controls documentation and related risks and controls as summarized in the RCM;
 - Risk arising from Information Technology 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 ICOFR Statement nor of the underlying records or other sources from which the ICOFR Statement was extracted.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information to be included in the Group’s annual report which is expected to be made available to us after the date of this report. The ICOFR 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 ICOFR Statement

Non-financial information is subject to more inherent limitations than financial information, given the characteristics of the Board of Directors’ Report on Internal Controls over Financial Reporting and the methods used for determining such information. Because of the inherent limitations of internal controls over financial reporting including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Therefore, internal controls over financial reporting may not prevent or detect all errors or omissions in processing or reporting transactions and consequently cannot provide absolute assurance that the control objectives will be met. Also, projections of any evaluation of the internal controls over financial reporting to future periods are subject to the risk that the internal control over financial reporting may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate. Furthermore, the controls activities designed, and operated as of 31 December 2024 covered by our assurance report will not have retrospectively remedied any weaknesses or deficiencies that existed in relation to the internal controls over the financial reporting prior to the date those controls were placed in operation.

The ICOFR 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 based on the COSO Framework against which the design, implementation and operating effectiveness of the controls is measured or evaluated.

Conclusion

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’ ICOFR Statement as of 31 December 2024 that the controls were properly designed and implemented and operated effectively in accordance with the COSO framework is, in all material respects, fairly stated.

Restriction of Use of Our Report

Our report is prepared for the shareholders of the Company and QFMA solely.

Our report is designed to meet the requirements of the QFMA’s Corporate Governance Code and to discharge the responsibilities assigned to external auditors as specified in Article 24 of the Code. Our report should not therefore 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.

27 January 2025
Doha
State of Qatar

Gopal Balasubramaniam
KPMG
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Number 251
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Appendix 1: Board of Directors Statement on ICOFR



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

General

The Board of Directors of the Vodafone Qatar P.Q.S.C. and its 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 IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards). ICOFR also includes our disclosure on controls and procedures designed to prevent misstatements.

Risks in Financial Reporting

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

To confine those risks of financial reporting, the Group has established ICOFR with the aim of providing reasonable but not absolute assurance against material misstatements. The Group has 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, and all account balances are included in the consolidated financial statements;
- Valuation / Measurement - assets, liabilities and transactions are recorded in the financial reports at the appropriate amounts;

- Rights and Obligations and ownership - rights and obligations are appropriately recorded as assets and liabilities; and
- Presentation and disclosures - classification, disclosure and presentation of financial reporting is appropriate.

However, any internal control system, including ICOFR, no matter how well designed and operated, can provide only reasonable, but not absolute assurance on the objectives of that control system are met. As such, disclosures on 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.

Organisation of the Internal Control System

Functions Involved in the System of Internal Control over Financial Reporting

Controls within the system of ICOFR are performed by all business 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 Group.

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. Controls which have an indirect effect on the consolidated financial statements include Control Environment, Risk Assessment, Monitoring, and Information and Communication (CERAMIC) 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 2024, the Group has undertaken a formal evaluation of the adequacy of the design, implementation and operating effectiveness of the system of ICOFR considering:

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

These factors, in aggregate, determine the nature, timing and extent of evidence that management requires in order to assess whether the design, implementation and operating effectiveness of the system of ICOFR is effective. The evidence itself is generated from procedures integrated within the daily responsibilities of staff or from procedures implemented specifically for purposes of the ICOFR evaluation. 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, entity level control, finance and accounts and information technology general control. 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 2024.

This report on Internal Controls over Financial Reporting was approved by the Board of Directors of the Group on 27 January 2025 and were signed on its behalf by:

Abdulla Bin Nasser Al Misnad Rashid Al-Naimi

Chairman

Managing Director

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