Ooredoo Annual Report 2021

ANNUAL REPORT

Accelerating growth and transformation

2021

بِسۡمِ ٱللَّهِ ٱلرَّحۡمَٰنِ ٱلرَّحِيمِ

"In the Name of Allah Most Gracious Most Merciful."

His Highness Sheikh Tamim Bin Hamad Al Thani
Amir of the State of Qatar

Contents

A year of success, progress and growth. A year of hard work and dedication from Ooredoo Family members across our global footprint, who worked remotely and in the field to enrich our customers' digital lives.

This Integrated Annual Report outlines our financial and non-financial information for the year and highlights our strategy to create long-term value for our shareholders.

Highlights of 2021

Solid progress across key strategic areas

Financial Highlights

Revenue
Amount in QR Millions

29,900

28,867 | 29,900
2020 | 2021

EBITDA and EBITDA margin (%)
Amount in QR Millions

13,050

12,088 | 13,050
42% | 44%
2020 | 2021

Free Cash Flow
Amount in QR Millions

8,205

6,298 | 8,205
2020 | 2021

Dividend per share
Amount in QR

0.30

0.25 | 0.30
2020 | 2021

Net debt* & Net debt/EBITDA
Amount in QR Millions

22,771

24,177 | 22,771
1.9x | 1.5x
2020 | 2021

Total customers
Numbers in Millions

121

120 | 121
2020 | 2021

Operational Highlights

Market leadership

Ooredoo Group and CK Hutchison agree merger of Indonesian businesses to create new digital telco.

Ooredoo Group's brand ranked at top 40 Telco brand by Brand Finance, with total brand value of USD 3.22 billion.

Eight wins at the 2021 International Business Awards.

Ooredoo Oman named 'Most Outstanding Telecoms Company' at the Global 100 Awards 2021.

Innovation

Ooredoo Group trialled 5G use cases such as an aerial driverless taxi, a 5G drone, and an ambulance offering 5G-enabled remote medical services.

Indosat Ooredoo and Google Cloud strategic partnership to accelerate digital transformation in Indonesia, with innovation around data, 5G and security.

Network

5G services in Qatar, Kuwait, Oman, Maldives and Indonesia.

Ooredoo Kuwait won the "fastest mobile network in Kuwait" in the Speedtest Awards 2021.

Network optimisation and 5G connectivity in eight stadiums across Qatar, as well as in dedicated fan zones, airports and tourist areas for FIFA World Cup Qatar 2022™.

Extended 4G coverage in Algeria and Iraq, consolidating Asiacell's position as the number one mobile data network provider.

Sale and leaseback agreement for telecommunications towers in Indonesia unlocks capital.

Governance

New CEOs appointed for Ooredoo Oman and Ooredoo Algeria.

Group management team has been strengthened with key executive appointments.

Community

Official Middle East & Africa Telecommunications Operator of the FIFA World Cup Qatar 2022™ and the FIFA Arab Cup Qatar 2021™.

Title Sponsor of Qatar's first-ever Formula 1 race, the Formula 1 Ooredoo Qatar Grand Prix.

Vaccination campaigns in Indonesia, Kuwait and Tunisia.

Relief campaigns following cyclone in Oman and forest fires in Algeria.

Positioning Ooredoo for continued success

"One of the important opportunities for Ooredoo moving forward is the shift towards an asset-light financial model that will unlock significant capital and sharpen our focus on delivering outstanding digital services to our customer base."

HE. Sh. Faisal Bin Thani Al Thani
Chairman

Dear Shareholders,
Ooredoo has been on a digital transformation journey for some years now, investing in networks, technology and people so that we can deliver transformational digital experiences for our customers wherever they want them online.

That forward-looking strategy delivered strong returns in 2020, as the communities we serve had to work and shelter at home, and proved even more important into 2021, as traffic volumes and demand for fast networks continued to rise. So many aspects of people's lives are primarily digital these days – work, finance, entertainment and home – that the role of a reliable connectivity provider has never been more important.

Ooredoo is well-positioned to see strong returns from our digital-first strategy, as long as we continue to be agile and adapt to the fast-changing nature of our markets. Maintaining a culture of innovative thinking, developing new partnerships and delivering advanced services for unaddressed areas are critical success factors for Ooredoo as we work to make it easier for customers to find, buy and use our products online and deliver robust returns for our shareholders.

Recording strong results

Our digital strategy and business transformation programme delivered solid results in 2021, driving revenue, customer and EBITDA growth.

Revenue increased by 4% year-on-year to QAR 29.9 billion in 2021 (FY 2020: QAR 28.9 billion), with strong performances in our home market of Qatar, Indonesia and Tunisia. Excluding FX impact, revenue increased by 7%.

Group EBITDA was QAR 13.1 billion (FY 2020: QAR 12.1 billion), driven by growth in Indonesia, Kuwait and Algeria. The company maintained a healthy EBITDA margin 44% (FY 2020: 42%).

Group Net Profit attributable to Ooredoo shareholders stood at QAR 46.9 million. The 96% reduction was mainly due to FX losses and the impairments in Myanmar. The negative impact was partly offset by profit from the sale and leaseback of Indosat Ooredoo's tower assets (QAR 1 billion). Excluding these one-offs and FX impact, Net Profit had growth of 61%.

Our consolidated customer base exceeded 121 million with strong performances in Indonesia, Oman, Algeria and Iraq in particular. Ooredoo Group maintains healthy cash reserves and liquidity levels.

Free Cash Flow increased by 30% to reach QAR 8.2 billion.

Making the Most of our Assets

One of the important opportunities for Ooredoo moving forward is the shift towards an asset-light financial model that will unlock significant capital and sharpen our focus on delivering outstanding digital services to our customer base. We are prioritising assets that will enable us to deliver superior customer experience and shareholder value and reviewing opportunities to divest other non-core assets as appropriate.

The successful sale and leaseback agreement with Edge Point Indonesia for more than 4,200 telecommunications towers is a key example of the returns that can be realised through this approach.

One of the largest deals of its kind in Asia, with a valuation of USD 750 million, it was a key moment in 2021.

We have also adopted a proactive portfolio strategy to drive additional value across our markets. Building on the strength of our networks, and our 5G expertise in particular, we will be able to introduce an increasingly diverse range of services, partnering with third party developers across multiple operations to bring the latest and best for consumers and businesses.

We are also open to driving shareholder value through in-market consolidations, such as the merger of Indosat Ooredoo and CK Hutchison that has created a stronger number two operator in the important Indonesian market.

Continuing to Deliver for our Communities

Even as we grow and innovate, we have never lost sight of our responsibilities to the communities we serve. Our performance during the COVID-19 pandemic established a strong benchmark of trust with our customers, with a nationwide IPSOS survey naming Ooredoo as one of the top 10 companies helping to manage the coronavirus situation in Qatar.

This work continued throughout 2021, expanding into our support for vaccination campaigns in Indonesia, Kuwait and Tunisia. It was also reflected in other relief work conducted by our operating companies, such as the speed in restoring network access and providing support in Oman following the devastating cyclone Shaheen and in Algeria following extensive forest wildfires. Many of these activities are detailed in our Environmental, Social and Governance (ESG) Report, which we have combined for the first time in this integrated report.

We also continue to create opportunities for growth and development for the next generation of talent. The appointments of Bassam Yousef Al Ibrahim as CEO of Ooredoo Algeria and Noor Al Sulaiti as the first-ever female CEO of Ooredoo Oman this year provided another indicator that Ooredoo is committed to finding and promoting the strongest candidates across the markets we serve.

Prudent Management and Financial Stability

Institutional confidence in Ooredoo's strategy and performance was demonstrated by the success of Ooredoo's USD 1 billion bond issuance in April 2021. This was Ooredoo's first issuance in five years and the market response was extremely gratifying.

We have maintained strong investment-grade ratings from leading ratings agencies on their long-term outlook on Ooredoo (Standard & Poor's: A-; Moody's: A2; and Fitch: A-).

Dividend Policy

In line with our stated strategy and following the success of our digital-first, asset-light approach, the Board has decided to recommend to the General Assembly the distribution of a cash dividend of QAR 0.30 per share.

Our dividend policy is sustainable and progressive and aims for a payout ratio between 40% and 60% of normalised Net Profit.

The Board and Governance

In closing, I offer Ooredoo's gratitude and thanks to His Highness Sheikh Tamim Bin Hamad Al Thani, the Emir of the State of Qatar, for his visionary leadership. We have achieved so much as a nation because of his example.

I would also like to thank the Board Members for their leadership throughout this period, as well as our customers, shareholders and employees for their ongoing support and commitment.

We enter 2022 more united, more focused and more ambitious than ever before to build a world-class data experience for our customers. Our digital transformation journey continues and, together, we will scale even greater heights.

Faisal Bin Thani Al Thani
Chairman

14 February 2022

Board of Directors

H.E. Sheikh Faisal Bin Thani Al Thani
Chairman

H.E. Sheikh Faisal Bin Thani Al Thani has chaired the Board of Directors at Ooredoo Group since March 2020.

He is also the Chief of Asia-Pacific & Africa Investments at Qatar Investment Authority (QIA). In his role at QIA, one of the world's largest sovereign wealth funds, H.E. Sheikh Faisal Bin Thani Al Thani is responsible for leading the regional investments in multiple sectors and diversified asset classes in Asia, Africa, and the Middle East.

His Excellency has previously held the position of Chief Investment Officer at Qatar Foundation Endowment. He also played key leadership roles in the Investment Department at Qatar Central Bank. In addition, he was the Chairman of Qatar Banking Studies and Business Administration Secondary School and the Deputy Chairman of Vodafone Qatar, as well as being a Board member at Ahli Bank, Qatari Diar, Nakilat, Bharti Airtel and Siemens Qatar.

H.E. Sheikh Faisal Bin Thani Al Thani is currently the Chairman of Qatar First Bank, Board member at Qatar Insurance Company and Deputy Chairman of Boyner Retail & Textile Investments Inc. in Turkey. His Excellency holds a degree in Business Administration from Marymount University in the USA and an Executive MBA from HEC Paris.

Dr. Nasser Mohammed Marafih
Deputy Chairman

Dr. Nasser Mohammed Marafih has extensive experience in the telecommunications sector having joined Ooredoo in 1994 (under its earlier brand of 'QTel'). As Director – Strategic Planning, he was instrumental in the launch of GSM services in 1994, the introduction of the internet in 1996 and the privatisation of Ooredoo in 1999.

Dr. Nasser served as CEO of Ooredoo from 2001 until 2015, spearheading global growth across the Middle East, North Africa and Southeast Asia. He currently serves on the boards of the United Nations Broadband Commission for Sustainable Development and the GSMA Mobile for Development Foundation.

Mr. Nasser Rashid Al Humaidi
Member

Mr. Nasser Rashid Al Humaidi, who joined the Board in 2011, has held various management, business technologies and digital transformation leadership roles in multi-industry sectors including utilities, telecoms, oil and gas, real estate and banking, and contributed to national steering committees, as well as advising on business and communications technologies. This diverse background brings a wealth of experience that contributes significantly to the Ooredoo Board.

H.E. Mr. Turki Mohammed Al Khater
Member

H.E. Mr. Turki Mohammed Al Khater joined the Board in 2011. He currently holds a number of prominent positions, including President of the General Retirement and Social Insurance Authority, Chairman of the United Development Company (UDC), and Deputy Chairman of Masraf Al Rayan.

He has previously held the position of Managing Director of Hamad Medical Corporation and Undersecretary of Health Ministry. He brings significant experience in business and finance to the Board.

Mr. Aziz Aluthman Fakhroo
Member

Mr. Aziz Aluthman Fakhroo was appointed as Managing Director and CEO of Ooredoo Group in November 2020. He has been a Board member of Ooredoo Group since 2011. From 2014 to 2020, he served as Deputy Undersecretary for Budget, Treasury and Financial affairs at the Ministry of Finance.

Previously (2007-2014) he was the Co-head of Mergers and Acquisitions at Qatar Investment Authority (QIA), where he led some of the sovereign wealth fund's most high-profile deals. He is also a Board member at Accor SA since 2015. In March 2021, he was appointed as Board member of KATARA Hospitality and as a member of the Board of Trustees of Qatar Museums. In December 2021, he was appointed on the Board of Commissioners of Indosat Ooredoo.

He previously served as member of the Board of United Arab Shipping Company, Canary Wharf Group, Chelsfield LLP and CITIC Capital. Mr. Aziz Aluthman Fakhroo holds a Bachelor of Business Administration from ESLSCA University.

Sheikh Saud Bin Nasser Al Thani
Member

Sheikh Saud Bin Nasser Al Thani joined the Board in 2021. He was Group Chief Executive Officer from 2015 to 2020. He was also Ooredoo Qatar's CEO from 2011 to 2015.

Sheikh Saud holds a Bachelor of Arts in Public Administration from Western International University, in Phoenix, Arizona. He also holds a bachelor's degree in Business Administration. He joined Ooredoo in 1990. As Ooredoo Qatar's CEO, he led the expansion of the company's products and services portfolio, making Qatar one of most successful and consistent markets in the Group. During his tenure as Group CEO, he led the company's digital transformation, leaving a lasting impact on customers across the Group's global footprint.

He has held key positions across the Ooredoo Group, including Chairman of the Board for Ooredoo Kuwait; Deputy Chairman of Ooredoo Oman; and Deputy Chairman of Asiacell. He is also a Board member for Arabsat; Board member for Hellas-Sat; and Board member for INJAZ Qatar.

Mr. Abdulla Mubarak Al-Khalifa
Member

Mr. Abdulla Mubarak Al-Khalifa who joined the Board in 2018, is Group Chief Executive Officer of QNB. Prior to his current position, he was Executive General Manager – Chief Business Officer at QNB.

He brings over 25 years of experience in business, finance, risk management, mergers and acquisitions, sales and marketing and strategic planning to the Board.

Eng. Essa Hilal Al Kuwari
Member

Eng. Essa Hilal Al Kuwari is the President of Qatar General Electricity & Water Corporation "KAHRAMAA".

He is the Chairman of the Board of Qatar National Broadband Network (QNBN), a Board member of NAKILAT and the President of the Arab Renewable Energy Commission (AREC).

Beside his membership in various technical committees in the state, he represents Qatar as BoD member of Gulf Cooperation Council for Electricity Interconnection Authority (GCCIA), beside some other regional and international committees.

Eng. Essa Hilal Al Kuwari also has some academic contributions, such as Chair of the Steering Committee of Texas A&M University's Smart Grid Centre – Qatar, Vice Chairman of Hamad Bin Khalifa University Board of Trustees and member of Qatar University's Advisory Council for the faculties of Engineering and Economics. Eng. Essa Bin Hilal Al Kuwari brings substantial business and technical expertise to the Board.

H.E. Mr. Mohammed Bin Nasser Al-Hajri
Member

H.E. Mr. Mohammed Bin Nasser Al-Hajri, who joined the Board in 2021, is the Director of Studies and Research at the Emiri Diwan.

H.E. Al-Hajri is with the Emiri Diwan since 1995, where he has held several key positions. After completing his studies in Economics at Qatar University, he pursued additional studies at the London School of Economics (LSE) and Harvard.

He is currently a member of the Qatar Fund for Development, Qatar Charity and Qatar First Bank. H.E. Mr. Mohammed Bin Nasser Al-Hajri brings a wealth of experience to the Board.

Mr. Yousef Al-Obaidly
Member

Mr. Yousef Al-Obaidly joined the Board in 2020. He is the CEO of beIN MEDIA GROUP ("beIN"). As one of the most respected executives in the world of sport and entertainment, Mr. Al-Obaidly manages the single largest portfolio of sports rights in the world as the head of beIN MENA, beIN SPORTS France, Americas and Asia-Pacific.

He is also the CEO of Digiturk and responsible for MIRAMAX studios. Mr. Al-Obaidly is a board member of Paris Saint-Germain Football Club; Paris Saint-Germain Handball; Qatar Tennis Federation; Qatar Sports Investments and Qatar Satellite Company Es'hailSat.

In January 2020, SportsPro Media named Mr. Al-Obaidly as one of only 10 "Influencers in the world of sport" whose work will be setting the global agenda in 2020, alongside the CEOs of Nike, Disney and others. Mr. Al-Obaidly brings a wealth of experience in international business to the Board.

Transforming our business to accelerate growth

Dear Shareholders,
Ooredoo is committed to creating value for our stakeholders based on the strong and sustainable development of our operations. While many businesses were impacted by the difficult macroconditions created by the COVID-19 pandemic and other challenges, Ooredoo prospered because of our defined strategy and prudent management.

2021 was a strong year, where we achieved substantial growth across all key financial and non-financial metrics. We accelerated commercial momentum, resulting in a positive financial performance with higher revenues, an expanded customer base, improved cash reserves and healthy EBITDA.

Operational Momentum Driving Positive Financial Results

On the back of a groupwide holistic transformation programme with more than 400 measures introduced in 2021, and strong competitive performance locally, we were able to deliver positive results for our shareholders.

Revenues for 2021 reached QAR 29.9 billion, an increase of 4% compared to the same period last year. Excluding FX impact, revenue increased organically by 7%, reflecting our strong operational performance across our markets.

Group EBITDA for 2021 was QAR 13.1 billion with a corresponding EBITDA margin of 44% – which represents a margin expansion by 2pts and an absolute growth of 8% against the previous year. Excluding FX impact, EBITDA growth rate stood at 11%.

Free cash flow – the anchor metric for our groupwide transformation programme – reached QAR 8.2 billion, up 30% from 2020. I am particularly proud of this development, and the focus for Ooredoo is to build on this trajectory through our evolved transformation programme for 2022.

Compared to pre-pandemic performance in 2019, we have also shown substantial progress with revenue at QR 29.9 billion (FY 2019: QAR 29.9 billion) Group EBITDA up 2% (FY 2019: QAR 12.8 billion).

Robust Operational Performance

In addition to our strong financial performance, we made progress across our strategic areas for 2021. Key achievements included:

Optimising our portfolio

- Post-period, on 4 January 2022, Ooredoo Group and CK Hutchison announced the completion of the proposed merger of their telecommunications businesses in Indonesia. The merged entity, Indosat Ooredoo Hutchison, will be a stronger number two telco operator in the market, with projected revenue of around US$3 billion with an annual run rate pre-tax synergy of approximately USD 300-400 million expected to be realised within three to five years, mainly through consolidating the two networks.
- Indosat Ooredoo concluded a sale and leaseback agreement with Edge Point Indonesia for more than 4,200 telecommunications towers, valued at USD 750 million, one of the largest deals of its kind in Asia.

Enhancing our networks

- Ooredoo broadened the markets in which it operates 5G networks. We now provide 5G services in five markets – Qatar, Kuwait, Oman, the Maldives and Indonesia. Those 5G networks were positively reviewed by leading research companies, with Ooredoo winning Speedtest Awards such as the "fastest mobile network in Kuwait."
- We extended 4G coverage in Algeria and Iraq, consolidating Asiacell's position as the number one mobile data network provider.
- We won key bids for flagship projects such as the completion of 5G rollout at Hamad Port Container Terminal in Qatar for the first 5G-enabled seaport in the Middle East and Indosat Ooredoo's project to support the national effort of building a new capital city in East Kalimantan enabling Smart City, Smart Government and Smart Industry initiatives via its 5G network.

Innovating with digital services

- We announced new partnerships with fintech players such as Mastercard and VISA; premium entertainment services providers Netflix, Disney+, HBO, beIN and OSN; gaming leaders such as PUBG, FreeFire and Quest; and music providers like Anghami and Spotify; and new direct carrier billing partnerships with Google, Apple and Huawei.
- Locally our teams have partnered to provide new and interesting propositions, including:
  - Ooredoo Qatar launched its own eSports brand, "Ooredoo Nation – Gamers' Land."
  - Indosat Ooredoo launched a strategic partnership with Google Cloud to accelerate digital transformation across consumer and enterprise segments in Indonesia.
  - Algeria's "Yooz", a digital prepaid offer targeting Algerian youth to help them personalise their own data plans virtually and access exclusive digital content, continued to be a success. It has already been launched successfully in Iraq.

Delivering operational efficiencies

- We initiated a companywide transformation programme in 2021 to bring an enhanced performance structure to our ways of working, improve transparency and foster more cross-functional collaboration.
- The programme delivered significant performance efficiencies that led to enhanced revenue generation, cost structure and improved organisational health.
- A range of initiatives helped address our cost base. Digitalisation played a key role in reducing operating costs in areas like sales and customer service, along with other key measures.
- We will continue to focus on transforming our cost structure through simplified processes and product portfolios in 2022, which will also yield positive results for customer experience.

People

- Ooredoo is aiming to become an employer of choice in every market that we operate in, through the evolution of a more agile, team-focused corporate culture. Ooredoo Qatar was certified as a 'Best Place to Work in Qatar' in 2021, while our first Organisational Health Index (OHI) was completed in January 2021 to map engagement and collate innovative ideas from employees, resulting in more than 160 initiatives across the company during the year.

Looking to the future

The challenges of 2021 reinforced the importance of being able to deliver high performance levels in an environment of accelerating change. We are confident that our updated strategy, enhanced ways of working and the strength of our team position us for continued success in 2022.

Global demand for our 2021 bond issuance, which was more than 3.4 times over-subscribed at its peak, suggests that this confidence is shared by international investors.

In addition, we were able to further strengthen our management team with high calibre appointments in crucial positions such as our new Group HR Officer, Fatima Al-Kuwari; our new Group Transformation Officer, Saim Yaksan; and our new Group Strategy Officer, Rene Werner, who will all help to shape our journey moving forward.

We can see that work and home lives are becoming ever more digital, increasing the need for a trusted and evolved connectivity provider in all our markets. We believe that the goodwill generated by our performance throughout the COVID-19 pandemic, as well as our prudent investments in networks and people, position us well to fulfil that role. The continuation of our successful transformation programme and our refreshed strategy are priming us for a hopefully successful 2022.

In all, we are ready to deliver world-class market performance as an evolved connectivity provider in the upcoming year. We thank you for your support as we move into this exciting new era.

Aziz Aluthman Fakhroo
Managing Director and CEO,
Ooredoo Group

14 February 2022

"We accelerated commercial momentum, resulting in a positive financial performance with higher revenues, an expanded customer base, healthy cash reserves and improved EBITDA."

Aziz Aluthman Fakhroo
Managing Director and CEO, Ooredoo Group

Executive Management

Ooredoo Group

Aziz Aluthman Fakhroo
Group Managing Director and CEO

Sheikh Mohammed Bin Abdulla Bin Mohammed Al Thani
Deputy Group CEO

Abdulla Ahmad Al Zaman
Group Chief Financial Officer

Dr. Hamad Yahya Al Nuaimi
Group Chief Corporate Affairs Officer

Fatima Sultan Al Kuwari
Group Chief Human Resources Officer

Sheikh Ali Bin Jabor Al Thani
Group Chief Legal, Regulatory & Governance Officer

Saim Yaksan
Group Chief Transformation Officer

Bilal Kazmi
Group Chief Commercial Officer

René Werner
Group Chief Strategy Officer

Christian Linhart
Group Chief Procurement Officer

Nigel Thomas Byrne
Group Chief Technology Information Officer

Mohammed Abdulkhaliq Al Emadi
Group Chief Audit Executive

Ooredoo Qatar

Sheikh Mohammed Bin Abdulla Bin Mohammed Al Thani
Chief Executive Officer

Sheikh Nasser Bin Hamad Bin Nasser Al Thani
Chief Commercial Officer

Eisa Mohammed Al Mohannadi
Chief Financial Officer

Mohammed Jassim Al Kuwari
Chief Corporate Services Officer

Eman Mubarak Al Khater
Chief Human Resources Officer

Sheikh Ali Bin Jabor Al Thani
Group Chief Legal, Regulatory & Governance Officer

Günther Ottendorfer
Chief Technology & Infrastructure Officer

Mohammed Abdulkhaliq Al Emadi
Group Chief Audit Executive

Section 2

Business Review

Our balanced portfolio of operations delivered strong returns in 2021, with growth in both mature and developing markets.

Our global customer base exceeded 121 million in 2021

Ooredoo is a global telecommunications company headquartered in Qatar and with a global consolidated customer base of more than 121 million. Its operating network extends across 10 markets, with operations in Qatar, Indonesia, Kuwait, Oman, Iraq, Algeria, Tunisia, Myanmar, Palestine and Maldives.

Our People

15,167

Employees across the world

Our Financial Assets

26,409

Shareholders' equity

(QR millions)

Our Brand Value

3.22

Brand value estimation

(USD billions)

Net financial debt

22,771

Moderate net financial debt

(QR millions)

	Ooredoo effective stake	Country population	Mobile penetration	Market share
Middle East				
Qatar [1]	100.0%	2.7m	179%	60%
Kuwait [2]	92.1%	4.6m	152%	36%
Oman	55.0%	4.5m	134%	40%
Iraq	64.1%	41.2m	98%	40%
Palestine [2]	45.4%	5.3m	82%	31%
North Africa				
Algeria [2,4]	74.4%	45.0m	90%	32%
Tunisia [2,5]	84.1%	11.7m	132%	43%
Southeast Asia				
Indonesia	65.0%	276.4m	133%	21%
Myanmar	100.0%	54.8m	114%	20%
Maldives [2,3]	83.3%	0.5m	139%	46%

1. Operations integrated within Ooredoo QPSC.; also holds 72.5% of Starlink Qatar
2. Operations integrated within NMTC.
3. Holds 65% of WARF Telecom International Private Limited as a subsidiary.
4. 9% of Ooredoo Algeria is held directly by Ooredoo QPSC
5. 15% of Ooredoo Tunisia is held directly by Ooredoo QPSC.

Middle East

25.7m

customers

North Africa

19.7m

Customers

Southeast Asia

75.6m

Customers

Faster, more agile, more inspiring

Ooredoo's competitive strategy, strong leadership and continued investment in broadband networks, as well as disciplined execution management, drove positive momentum in our competitive position in 2021. We drew key lessons from 2020 to support the evolution of our strategy, prioritising customer experience and the extraction of optimum value from our assets for our shareholders.

Ooredoo's purpose is to 'Enrich people's digital lives". We are here to create enjoyable customer experiences, empowering customers to connect through a strong ecosystem of connectivity, digital and ICT services. We provide these by working with partners across our global footprint.

Our Group values – Caring, Connecting and Challenging – extend across all Operating Companies, guiding every initiative and interaction within Ooredoo as well as with our partners. We take personal ownership; are committed to being candid; adopt agile ways of working to be responsive to changes in our industry; and see coaching as a fundamental element to growing our talents.

The strength of our vision and values was demonstrated by our response to the global COVID-19 pandemic and our agile evolution to meet the changing needs of our customers into 2021. The speed with which we pivoted to support remote working, our faster broadband networks and the shift of many key services to online was made possible by our operational approach. We are working to future-proof our business model as a connectivity provider in an environment of accelerating change.

Our evolved strategy focuses on five key strategic pillars:

Value-Creating Portfolio

We are constantly reviewing the use and deployment of capital in our portfolio with a focus on creating value. We do this through providing robust connectivity services that create customer value and strong returns for our shareholders. The assessment of value creation is guided by the return profile of and outlook for the asset; applying a 'best owner' principle; and the strategic relevance of the asset to creating the required superior customer experience and shareholder value.

We are pursuing shareholder value through in-market consolidations and investment in adjacent market opportunities where we see returns from synergies with our core business. In addition, we aim to unlock value by releasing asset classes or partner with 3rd parties where we see that Ooredoo may not be the best owner of the asset class.

Excellence in Customer Experience

In increasingly competitive markets, our aim is to create superior customer experiences and inspiring moments for our customers, resulting in heightened levels of loyalty and higher spend.

We are focused on reducing customer effort and removing potential friction points, at the same time as establishing leading digital touchpoints that enable us to service customers where they want to find us online. We are assessing customer-related processes for simplicity, clarity and ease of access, and executing on an effective cost structure for servicing customers.

Strengthen Today's Core

We are continuing to accelerate the performance of our core business – investing in our people, our networks and our services in order to win in the marketplace and maximise the return on our assets through a company-wide transformation programme.

We are focused on creating an efficient and effective operation that makes best use of deployed capital, uses an appropriate cost structure and serves customers with a strong and competitive service offering.

Evolve Today's Core to Smart Telco

We are driving group-wide initiatives to enable us to future-proof our business, enhancing our capability to partner with third parties agilely across multiple operations; further digitising our operations; and introducing attractive new services in the business-to-consumer and business-to-business sectors.

We are driving the adoption and use of analytics to better capture these benefits for enhanced customer service and improved efficiencies.

Growing Our People

We are advancing our ways of working by increasingly adopting agile methods, fostering cross-functional collaboration and creating opportunities to drive strong personal ownership in the outcomes. Coaching and mentoring are meant to underpin this in the daily work to help our people to grow with Ooredoo and to be able to contribute meaningfully to our business.

These strategic pillars are underpinned by critical capabilities:

- Our operating model
- Changes to our ways of working
- Our talent, and how we manage it
- Establishing effective transformation capabilities
- Analytical skills

We are working to future-proof our business model as a connectivity provider in an environment of accelerating change.

Overall ambition

Sustained growth and profitability through world-class market performance as an evolved connectivity provider

Strategic pillars

Value-Creating Portfolio
Value crystallisation of hidden portfolio assets, as well as strengthening existing assets to drive higher capital returns for Ooredoo.

Excellence in Customer Experience
Driving significant improvements of customer experience through simplification across touchpoints, journeys, products and processes.

Strengthen the Core
Group-wide transformation programme focused on "performance enhancement", and strengthened focus on operating efficiencies and CapEX management.

Evolve the Core
Group-wide projects initiative focused on evolving operations with new capabilities, to evolve business models towards more agility and digital capabilities.

People
New ways of working, coaching and mentoring, and developing personal ownership to advance, grow and contribute to Ooredoo.

Operating Model and Enablers

- **Updated Operational Model**
- **Culture Empowerment**
- **Invest in Talent Management**
- **Invest in Analytic Skills**

Transformation capability to orchestrate a change programme that is anchored at OpCos

Ooredoo Qatar

"Following the challenges of 2020, I am proud to report Ooredoo Qatar ended 2021 in a solid, stable position, reflecting the hard work and dedication of our employees, the strength of our corporate strategy and the effectiveness of our operations. 2021 was a year in which Ooredoo Qatar was in the spotlight; major sponsorships, significant partnerships and groundbreaking innovations."

Sheikh Mohammed Bin Abdulla Al Thani
Chief Executive Officer
Ooredoo Qatar

Awards

Middle East Stevie Award, Gold
Award for Innovation in Technology Development – 5G/Smart City

Best Place to Work Award
Best Place to Work – Qatar

MoneyGram
Digital Partner of the Decade

Cisco
Managed Services Partner of the Year, Middle East and Africa

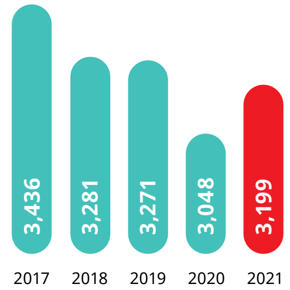
Global Loyalty Programme Awards
Platinum Award – Programme Partnership, Nojoom

Middle East Investor Relations Association Awards
Leading Corporate for Investor Relations – Qatar

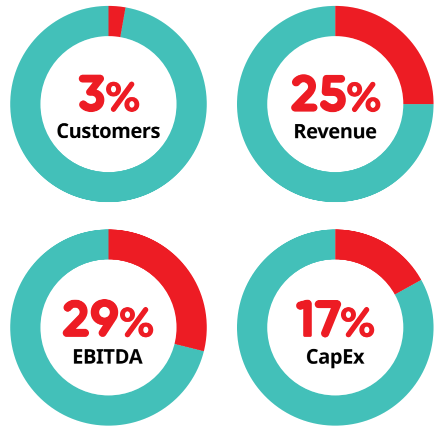
Best Investor Relations Professional – Qatar

Total customers (In Thousands)

3,199



Operator importance to Group



Financial performance

	2017	2018	2019	2020	2021
Revenue QR millions	7,791	7,742	7,301	7,073	**7,464**
EBITDA QR millions	3,916	3,987	3,957	3,696	**3,848**
EBITDA margin	50%	52%	54%	52%	**52%**
Blended ARPU* QR	112.8	114.3	107.4	96.8	**109.5**
Employees	1,490	1,362	1,303	1,217	**1,191**

* Blended ARPU is for the three months ended 31 December.

Overview

Having successfully navigated the challenging landscape of 2020, Ooredoo Qatar finished 2021 in a position of strength and stability.

The focus on digitalisation continued, with emphasis on digital touchpoints for customers and on finding, establishing and developing partnerships that enable the company to leverage technology and innovation to further progress towards complete digitalisation. This focus on digitalisation delivered significant cost savings, with large numbers of customers migrating to online self-care and self-service; more than 10% of customers chose to buy online in 2021, and more than 70% interacted with Ooredoo digitally to manage their payments.

5G rollout continued, with an ever-greater percentage of the country covered by Ooredoo Qatar's groundbreaking 5G network and ever more 5G-enabled devices brought to the local market. A countrywide network modernisation programme in collaboration with Ericsson, deploying new technology, further enhanced progress towards complete coverage.

The launch of new postpaid plans bundled with OTT contents, and an ongoing shift towards app-based service delivery enhanced customer experience and delivered more value for money from a consumer perspective.

The company continued its drive to be the provider of choice for business-to-business ICT services and content, strengthening its connectivity portfolio and enhancing it via supplementation with ICT services.

Based on analysis of workplace change brought about by pandemic-induced protocols, Ooredoo Qatar rolled out a pilot initiative – including flexible working hours and the option to work from home – to leverage insights gained and capitalise on learnings to create greater competitive advantage and a more agile, future-proof working environment.

Ooredoo Qatar's results for 2021 confirm the strength of its strategy and the effectiveness its business operations. As the industry regained composure emerging from the pandemic, the company saw many positives, reporting revenues of QAR 7.5 billion in 2021 up 6% in comparison to the previous year. EBITDA for the year was QAR 3.8 billion (2020: QAR 3.7 billion) and EBITDA margins were strong at 52%.

Key contributors to financial success were a growth in postpaid services, mobile financial services, Ooredoo tv, business-to-business revenue and higher sales of devices. Service revenue grew by 5%, with the Ooredoo ONE all-in-one home service boosting growth in the Ooredoo tv customer base, and – mirroring performance in 2021 – data made a solid contribution to revenue.

Major partnerships signed in 2021 include an agreement with technology giant Ericsson that will see the two entities working together to ensure an unrivalled 5G experience for fans at the FIFA World Cup Qatar 2022™. A new partnership with Fortinet and Zscaler will boost business-to-business offerings. Ooredoo Qatar also partnered with Qatari eSports company Quest to launch its own eSports brand, Ooredoo Nation – Gamers' Land, in a move intended to tap into the rapidly emerging gaming market in the region and create new streams of revenue.

The Ooredoo Qatar name enjoyed many moments in the spotlight in 2021 with a raft of high-profile sponsorships including Official Middle East & Africa Telecommunications Operator of the FIFA World Cup Qatar 2022™ and the FIFA Arab Cup Qatar 2021™, and title sponsor of the inaugural F1 Ooredoo Qatar Grand Prix.

Ooredoo Qatar's corporate social responsibility focus in 2021 was on supporting its local communities, with the continuation of a number of partnerships and sponsorships in the fields of sport, art, culture and healthcare. The company launched an umbrella CSR initiative – Ooredoo AlKhair – during Ramadan, under which it will devise and undertake a comprehensive raft of charitable initiatives to support Qatar's communities. Entities with which the company signed (or renewed) agreements include Qatar Museums Authority, Education Above All, Silatech, Qatar Cancer Society, Qatar Red Crescent and many more. Ooredoo Qatar also continued its longstanding support of sporting initiatives, including the Ooredoo Doha Marathon and National Sport Day.

Ooredoo Qatar, as lead consortium member, launched the TASMU Platform, a partnership with the Ministry of Communications and Information Technology in conjunction with an international consortium under the patronage of His Excellency the Prime Minister and Minister of Interior. TASMU targets five priority sectors – namely transportation, healthcare, logistics, environment and sports – where advanced technology and innovation can be harnessed to provide smart solutions and applications.

The company was also part of the delegation representing Qatar at the St. Petersburg International Economic Forum (SPIEF) in June, and participated in the Qatar Economic Forum in July.

Outlook

Given the solid evidence of the strength of Ooredoo Qatar's corporate strategy, plans for the coming months revolve around further deployment of the strategy. Consolidating and developing the many significant partnerships will feature heavily, as will focus on further leveraging of technology, innovation and experience to continue the company's robust progress towards digital transformation.

Expansion of digital products and services will be a key element of both consumer and business-to-business operations, with an emphasis on enhancing the customer experience.

A highlight of the coming year will be the opportunity to support Qatar as it confirms its position as a key venue for major global events, as all eyes are on the country for FIFA World Cup Qatar 2022™.

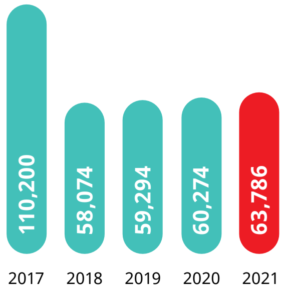
Indosat Ooredoo

"Indosat Ooredoo delivered solid results in a market that has displayed great resilience and continued opportunities as total revenue rose by 14% year-on-year to QAR 8 billion and EBITDA grew by 22% to reach QAR 3.9 billion. We also announced the formation of our new entity, Indosat Ooredoo Hutchison, after receiving all required regulatory and shareholder approvals. We are now a stronger, world-class digital telecoms and internet company and are well-positioned to lead the digital transformation journey in Indonesia."

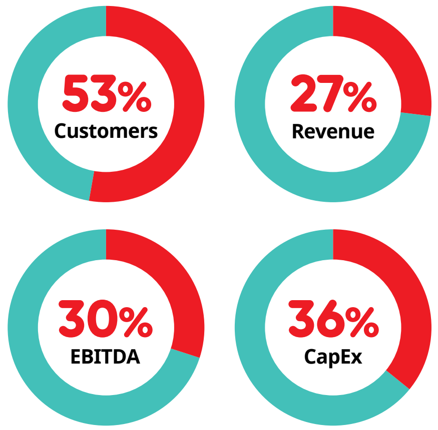
Ahmad Al-Neama
Chief Executive Officer
Indosat Ooredoo

Total customers (In Thousands)

63,786



Operator importance to Group



Financial performance

	2017	2018	2019	2020	**2021**
Revenue QR millions	8,145	5,919	6,728	6,983	**7,994**
EBITDA QR millions	3,728	1,969	2,899	3,205	**3,900**
EBITDA margin	46%	33%	43%	46%	**49%**
Blended ARPU* QR	5.0	6.1	7.3	8.3	**8.9**
Employees	4,391	3,700	3,708	3,104	**2,891**

* Blended ARPU is for the three months ended 31 December.

Awards

APAC Stevie Awards, Gold
Award for Innovative Management in Technology Industries

APAC Stevie Awards, Silver
Most Valuable Corporate Response (COVID-19)

PR Awards, Silver
Best Employee Engagement – Our Intercom story

International Business Awards, Gold
Company of the Year
Executive of the Year – Telecommunications

Indonesia Best Employer Brand Awards
Excellence in HR through Technology
Talent Management
Best Employer Brand

Global Telecommunication Awards
Managed Services Innovation

Overview

During 2021, Indosat Ooredoo continued to focus on its transformation journey by enhancing quality across its network and services. Despite the ongoing challenges presented by the continuing COVID-19 pandemic, Indosat Ooredoo invested in its consumer segment which delivered solid growth for the company and opened up further growth within its business segment.

Indosat Ooredoo enhanced the data experience and accessibility by adding new site coverage and capacity, as well as upgrading existing sites to increase coverage and quality of data access. The business expanded its 4G network across 124 remote villages and added over 10,000 new 4G base transceiver stations (BTS) and launched commercialised 5G in five pioneer cities; Solo, Jakarta, Surabaya, Makassar and Balikpapan.

Over 2021, Indosat Ooredoo expanded its product and service offering through the introduction of new, innovative products. These included Prime by IM3 Ooredoo Prepaid, the deployment of an SRv6-based 5G ready transport network, iDok and Smart Asset to support the digitalisation of the healthcare and logistics industry, as well as a collaboration with Snap to accelerate the use of augmented reality in Indonesia.

Customer experience and satisfaction remained a core focus for Indosat Ooredoo over the year. The business improved the customer journey by implementing new digital channels and revamping existing channels; the WhatsApp bot as the new normal 'retail channel', Chatbot for Instagram, Facebook and the corporate website for easier access and simplicity.

Furthermore, improvements were made to myIM3 to increase adoption in digital transactions which stood at 80%.

The company made significant strides in growing its business, contributing to several award wins including a Gold Stevie at the Stevie International Business Awards 2021 for 'Telecommunications Company of the Year'. The company's leadership was also honoured with a Gold Stevie for the 'Executive of the Year – Telecommunications' category.

Indosat Ooredoo continued to grow despite the ongoing effects of the pandemic. This year, the business reached 21% market share (based on revenue market share), resulting in Indosat Ooredoo's position as second in the country, due to the business's focus on transformation under its 'Juarra' programme. Directly translating to 'Champion', Juarra is a programme that uses cross-functional teams and allows employees to make quick decisions on projects for which they are responsible.

Leveraging this programme – the focal point of which was to continue to build solid revenue growth across consumer and business segments, supported by quality enhancement across network and service – Indosat Ooredoo reported QAR 1 billion increase in revenue and QAR 695 million increase in EBITDA with an EBITDA margin of 49%.

Indosat Ooredoo also witnessed a 6% expansion in its customer base, cementing its position as a leading telecommunications player in Indonesia. Indosat Ooredoo hosted the Indosat Ooredoo Digital Camp (IDCamp), a digital education programme for Indonesian youth, which also supports the Government's mission to make Indonesia a digital powerhouse.This year, IDCamp benefited 96,428 participants, of which 46,025 received coding scholarships, 34,673 developers participated in virtual roadshows, 13,431 Madrasah students joined virtual roadshows for high school students, 493 developers participated in developer challenges and a total of 1,689 developers participated in the IDCamp Snap AR challenge.

Additionally, Indosat Ooredoo continued to host the 'SheHacks' initiative, in collaboration with INSPERA, to inspire young Indonesian women to create technology-based innovation programmes that can positively impact the community.

This year, SheHacks succeeded in empowering 1,453 Indonesian women aged 15-40 years and received a total of 477 proposals for problem solutions. A total of 7,055 women also participated in the training provided through webinars.

In September, Ooredoo and CK Hutchison announced the proposed merger of Indosat Ooredoo and Hutchison 3 Indonesia ('H3I'), a transaction which closed in early January of 2022. The merged entity, named Indosat Ooredoo Hutchison, strengthens its position by building on the complementary strengths of both companies.

Indosat Ooredoo Hutchison provides sufficient size and scale, whilst providing a level playing field in a highly fragmented market, which will improve margins and be credit-positive for both the company and the sector.

Outlook

In 2022, Indosat Ooredoo Hutchison as the newly merged company will continue to invest in more digital channels to create opportunities and enhance the experience within both consumer and business segments, as well as continue to leverage the Juarra programme to deliver strong growth across the board.

Ooredoo Kuwait

"2021 was a challenging year; but we strongly believe that where there are challenges, there are opportunities. Our success during 2021 reflects our efficient management style and our ability to transform and to listen to our employees, customers, managers and partners. This was made possible by Ooredoo Kuwait's devoted team. Their talents and actions helped us achieve excellence every day."

Abdulaziz Yacoub Al-Babtain
Chief Executive Officer
Ooredoo Kuwait

Awards

Middle East Stevie Award, Gold
Award for Innovation in Business Information Apps

Middle East Stevie Award, Silver
Award for Innovation in Technology Development – 5G

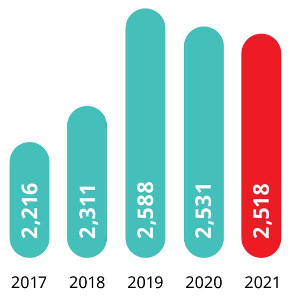
International Business Awards, Gold
Business Technology Solution – My Ooredoo App

MENA Effie Awards 2021, Silver
New Product and Service Introduction

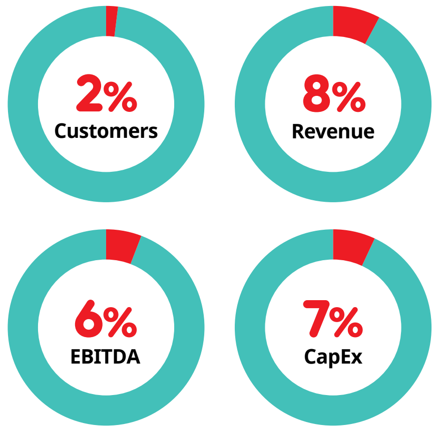
Arab Media Forum
Best National TVC Award
Brand Excellence Award
Public Relations Stars Award

Total customers (In Thousands)

2,518



Operator importance to Group



Financial performance

	2017	2018	2019	2020	2021
Revenue QR millions	2,675	2,905	2,772	2,492	**2,540**
EBITDA QR millions	652	662	867	617	**738**
EBITDA margin	24%	23%	31%	25%	**29%**
Blended ARPU* QR	72.7	68.8	58.5	59.3	**66.0**
Employees	1,140	1,225	1,132	1,363	**1,230**

* Blended ARPU is for the three months ended 31 December.

Overview

In 2021, Ooredoo Kuwait continued expanding its 5G network and offering in line with the company's vision of empowering society by driving digital transformation and enriching people's digital lives. Ooredoo Kuwait collaborated with Nokia to supply 5G Fixed Wireless Access (FWA) equipment. An early pioneer of FWA, Ooredoo is now offering the Nokia FastMile 5G Gateway as a premium internet device for residential and business customers.

Using FWA allows Ooredoo Kuwait to extend the reach of its fibre network to areas not easily connected with direct fibre lines. Through this partnership, Ooredoo Kuwait significantly increased its fixed broadband customer base across the country.

Committed to ensuring a seamless customer experience, Ooredoo Kuwait partnered with another global mobile device provider and successfully completed migration and consolidation enabling the company to deliver superior digital 5G services and quality to its customers in line with the digitalisation ambitions of Kuwait Vision 2035 – 'New Kuwait'.

In line with Ooredoo Kuwait's mission to become a one-stop-shop provider for customers, the company also partnered with Infoblox to provide network infrastructure control solutions which help customers automate network control functions to reduce complexity and costs and increase security.

Driven by its ambition to lead the digital transformation journey in Kuwait and enrich people's digital lives, Ooredoo Kuwait extensively uses emerging technologies such as Big Data, Web 2.0 and cloud services, among others.

By leveraging its deep digital expertise, Ooredoo Kuwait launched its 'Cloud Connect' service in partnership with Microsoft Azure to drive cloud adoption in Kuwait and accelerate digital transformation. Testament to its leading position in the market as a digital service provider, Ooredoo Kuwait was ranked as the first telecom company to adopt the sixth version of the Internet Protocol (IPv6) in Kuwait by the Communications and Information Technology Authority.

Ooredoo Kuwait continues to offer world-class service to its customers, a commitment recognised by the Middle East Stevie Awards where Ooredoo Kuwait was awarded the "Innovation in Business Information Apps" award for its customer-centric solutions. The company was awarded the "Innovative Achievement in Growth" and the "Innovation in Customer Service Management, Planning & Practice – Telecommunications Industries" awards for its innovative solutions for growth and customer service. Ooredoo Kuwait was further recognised by the Stevie International Business Awards where the Company was awarded a Gold Stevie in the "Mobile OnDemand Application" category for the My Ooredoo App. Furthermore, Ooredoo Kuwait was awarded the "Fastest Mobile Network in Kuwait" by a leading independent technology research company.

A significant milestone for Ooredoo Kuwait in 2021 was its MoU with the National Bank of Kuwait (NBK) to develop digital services, products and solutions that contribute to enriching customer experiences. The COVID-19 pandemic and a decline in Kuwait's population continued to put pressure on Ooredoo Kuwait's performance during 2021. However, with the gradual easing of travel restrictions, supported by the stabilisation of oil prices, Kuwait's population has witnessed a slight uptick.

With this, the company reported revenue of QAR 2.5 billion and EBITDA increased 20%, supporting an improved EBITDA margin of 29%, up from 25% compared to the same period last year.

The growth in EBITDA was supported by the company's ongoing cost optimisation initiatives and digitisation drive as well as optimised network costs and supplier services achieved through the company's centralised sourcing programme.

During the year, Ooredoo Kuwait worked towards fulfilling its social responsibility programme targets and its commitment to human rights and sustainable living by collaborating with the Office of the Coordination of Humanitarian Affairs (UN OCHA) to launch "The Human Race" campaign which aims to raise public awareness of the need for solidarity with people most affected by the impacts of the climate emergency.

Additionally, Ooredoo Kuwait, in association with the Communication and Information Technology Regulatory Authority (CITRA) launched the "Safer Internet for Kids" campaign which was the first of its kind in Kuwait. The campaign sheds light on the significant role parents play in providing and offering a safe online experience for their children through YouTube Kids' parental control options.

Ooredoo Kuwait was one of the first companies in Kuwait that established proactive strategies and offered constant support to governmental bodies. Towards this goal, Ooredoo Kuwait supplied the drive-in vaccination centre on the South Island of Sheikh Jaber Al-Ahmad Al-Sabah bridge with a wide range of innovative digital products and services to support the medical staff and the overall vaccination process. Ooredoo Kuwait also supported the government by offering a wide range of digital services for more effective and efficient operations, including cloud services, and enhancing the infrastructure capabilities of health centres for vaccination against COVID-19. Continuing its efforts in this field, the company provided medical staff and workers in the Ministry of Health with smart devices, handsets and wireless network devices (routers) with SIM cards and Internet.

Ooredoo Kuwait's social responsibility efforts are integral to its commitment to enable collective humanitarian work. Stemming from this belief, Ooredoo Kuwait collaborated with BOnline, Dahiyat Abdullah Al Salem and Mansouriya Cooperative Society to provide an integrated security system for residential areas starting from Abdullah Al-Salem and Mansouriya Co-operative Society.

Outlook

Ooredoo Kuwait will further expand its digital offering to enhance the customer experience, as well as forge new partnerships, through which to further transform Kuwait's communications infrastructure.

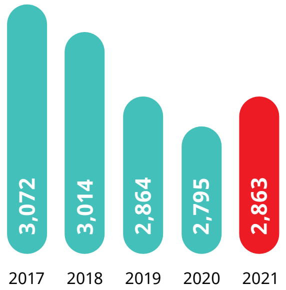
Ooredoo Oman

"In 2021, Oman's market started showing signs of recovery. Backed by a strong network as well as competitive products and services, we continued to strengthen our position as Oman's forward-thinking telecoms company. We will continue to innovate when it comes to our services, and support the country's economic growth, especially as a new era of competition dawns. Above all, we will remain committed to our customers, offering them a seamless digital experience and offering our resources whenever we can."

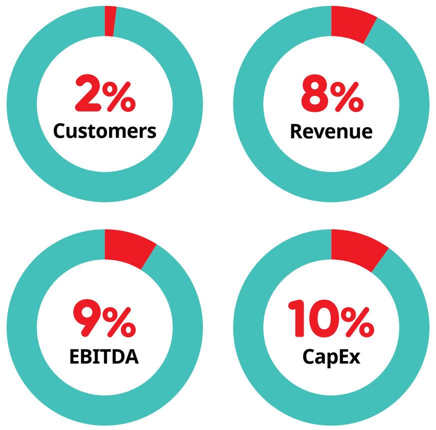
Noor Al Sulaiti
Chief Executive Officer
Ooredoo Oman

Total customers (In Thousands)

2,863



Operator importance to Group



Awards

Corporate Excellence Awards
Outstanding Telecommunications Company winner

International Business Awards, Gold
CSR Programme of the Year – Sensory Rooms

Global Business Review Magazine Awards
Best Telecom Company, Oman

Best Employee Experience, Oman

World Business Outlook Awards
Best Telecoms Company, Oman

World Economic Magazine Awards
Best Network Readiness – Data Centre services

Financial performance

	2017	2018	2019	2020	2021
Revenue QR millions	2,670	2,685	2,703	2,509	**2,325**
EBITDA QR millions	1,429	1,463	1,490	1,341	**1,212**
EBITDA margin	54%	54%	55%	53%	**52%**
Blended ARPU* QR	62.6	60.1	54.7	50.4	**43.9**
Employees	1,044	968	1,022	983	**981**

* Blended ARPU is for the three months ended 31 December.

Overview

Whilst 2021 proved to be a challenging year for Oman's economy, the demand for digital transformation grew exponentially and throughout this, Ooredoo led the way, giving customers a best-in-class digital experience that allowed them to operate remotely with ease. Ooredoo Oman demonstrated great resilience during the year as the business continued to invest in the roll-out of 5G, launched new and innovative products and services for its customers and expanded its network further.

During 2021, Ooredoo Oman's 5G footprint grew by over 50% as the business expanded its network to 659 sites by the end of 2021, exceeding the target set for the year. The business successfully launched 5G on mobile – compatible across Huawei, Samsung and Apple devices – enabling the company to diversify and expand its customer base. Furthermore, Ooredoo Oman expanded its fibre-to-the-home broadband service to additional locations in the Sultanate, in partnership with Oman Broadband Company (OBB).

In line with its focus on improving customer experience, Ooredoo Oman also enhanced its prepaid Hala and postpaid Shahry offerings by launching new plans which significantly contributed to higher revenues.

The newly launched plans resulted in improved customer satisfaction and uplifted ARPUs and Gross Margins, reaching their highest ever in terms of base and revenue. The business made further improvements to its My Ooredoo App, which has over one million downloads.

The app now features ID renewal, data transfer, local and international credit transfers, making payments and recharging. Customers can also chat with the AI chatbots, Saeed and Saeeda, negating the need to contact the call centre. In addition, Ooredoo Oman set up its eShop for home delivery, giving customers access to the latest devices and gadgets as well as services, all from the comfort of their homes. Combining easy communication and excellent service, Ooredoo Oman's contact centre worked on a number of creative digitally led solutions to offer their customers the best possible experience.

Within its B2B segment, Ooredoo Oman delivered over 340,000 smart meters, which digitally collect consumption data and transfer it to a central database for billing, troubleshooting and evaluation. This eliminates the challenges faced by utilities providers when collecting meter readings, especially in remote areas. Additionally, the business built a 7,000 sq. m. state-of-the-art data centre designed for over 300 racks, expanding Ooredoo Oman's ability to manage higher usage levels.

Testament to its focus on customer satisfaction and experience, Ooredoo Oman was honoured with several global accolades over the year, including 'Most Outstanding Telecommunications Company – Oman' at the Corporate Vision Magazine 2021 Corporate Excellence Awards; 'Best Telecoms Company – Oman' at the Global Business Review Magazine Awards; 'Best Customer Experience' at the CX Live Awards; and 'Best Telecommunications Company' at the World Business Outlook Awards.

The COVID-19 pandemic continued to impact businesses in Oman and led to a general economic slowdown over 2021, subsequently affecting Ooredoo Oman's operations. Additionally, in October, Cyclone Shaheen hit northern Oman and impacted 417 of Ooredoo Oman's sites. Whilst the network fully recovered in seven days, this impacted Ooredoo Oman's operations further. Driven by lower revenue in consumer mobile prepaid and increased competition in the market, the business reported revenues of QAR 2.3 billion and an EBITDA margin of 52%. 5G continues to perform exceedingly well in Oman, and the business expects to recover further in 2022.

As an integral part of Omani society, Ooredoo Oman participated in impactful national initiatives, including supporting the Ministry of Health's nationwide vaccination campaign by offering logistic and ground support. Another CSR initiative on which Ooredoo Oman focused in 2021 was part of an ongoing effort to empower women across the Sultanate. In collaboration with the Omani Women's Association, under the Ministry of Social Development, Ooredoo dedicated its Springboard programme to graduates from its women's incubators. As part of the programme, the women will be taken through a series of online sessions aimed at boosting their personal development and leadership capabilities.

In October, Ooredoo's CSR programme, 'Goodwill' helped those most affected by Cyclone Shaheen. During and after the storm, over 70 volunteers came together to donate essential food and cleaning supplies to residents in affected areas. Volunteers spent more than 84 community service hours and helped more than 1,500 families. Ooredoo Oman contributed further by donating essential food and cleaning supplies to residents in Al Suwaiq, Saham, Al Khabora and Al Musannah, and provided on-the-ground support to clean up roads and homes in the areas affected. In addition, to ensure families stayed connected with their loved ones, Ooredoo Oman offered unlimited WhatsApp data for three days in the areas affected.

The company tied up with Oman's Charitable Organisation and Dar Al Atta to raise funds to support those in need, and donated electronic devices, such as laptops, school bags and necessary household items. Furthermore, all profits made through the recent iPhone 13 launch were donated to families in the Al Batinah region who were affected by Cyclone Shaheen.

Outlook

In 2022, Ooredoo Oman will continue to enhance the customer experience through improvement in mobile and fixed line performance; further expand its network to provide better connectivity across the entire Sultanate; and increase its investment towards a 5G-empowered Oman.

Asiacell Iraq

"2021 was a year of ambition and achievement. 4G services were rolled out from ideation to execution and, in record time, Asiacell became an award-winning provider and the first Iraqi telco to pioneer this service in the country, outperforming its main competitor in the market.

At Asiacell, we continue to work towards a future where digitalisation will revolutionise the lives of our customers."

Amer Al Sunna
Chief Executive Officer
Asiacell Iraq

Awards

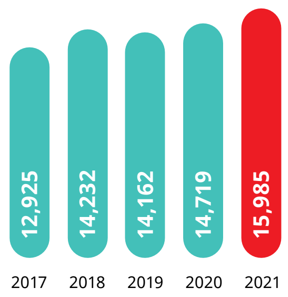
International Finance Awards
Best Telecommunication Company in Iraq
Most Innovative CSR Initiative in Iraq

Independent Research Company
The Best Mobile Network
The Fastest Mobile Network
The Best Mobile Coverage in Iraq

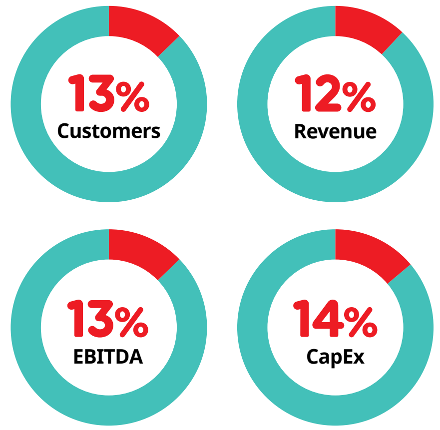
Asia Communication Awards
CEO of the Year
Crisis Response Awards

Total customers (In Thousands)

15,985



Operator importance to Group



Financial performance

	2017	2018	2019	2020	2021
Revenue QR millions	4,490	4,449	4,572	4,020	**3,657**
EBITDA QR millions	1,982	2,093	2,040	1,724	**1,672**
EBITDA margin	44%	47%	45%	43%	**46%**
Blended ARPU* QR	29.9	26.8	29.2	22.3	**19.2**
Employees	2,773	2,832	3,167	2,833	**2,820**

* Blended ARPU is for the three months ended 31 December.

Overview

During 2021, Asiacell solidified its position as the number one mobile data network provider in Iraq, as the business focused on enhancing its digital offering to its customers by expanding 4G coverage and increasing LTE-enabled sites in the network. Fiberisation expansion grew to include Iraq's major cities.

In line with its mission to develop Iraq's infrastructure, and as part of its focus on digitalisation, Asiacell signed an extension with Huawei, Ericsson and Nokia to continuously evolve the company's network with the latest technologies, which will play a key role in improving Iraq's infrastructure.

Furthermore, the company signed several new digital partnerships – with OSN, beIN, Google DCB, Huawei AppGallery, Garena Free Fire and Kaspersky – resulting in increased customer engagement.

Dedicated to providing seamless experiences to its customers, Asiacell signed a strategic partnership with Arab Payment Services, a prominent payment aggregator, to facilitate digital payment services in Iraq. The partnership enables customers to recharge their user accounts using Visa and MasterCard, marking a significant milestone for online payments in the market.

A key focus for Asiacell during the year was the launch of the GameCell eSports platform. In partnership with the Iraqi E-Sports Federation (IQESF), the platform was tailor-made to cater specifically to the needs of gamers, players and video-game streamers. As the very first collaboration of its kind, GameCell was dubbed "Baghdad's biggest eSports event". Similarly, Asiacell signed a partnership agreement with the Spanish Football League, LaLiga, to launch "LaLiga Xtra Iraq", a digital platform that provides Asiacell customers with the league's exclusive news, updates and videos in order to provide all of Asiacell's football fans an enjoyable experience.

At the end of 2021, Asiacell launched 'Yooz', a mobile application and special platform created by Asiacell for Iraqi youth. Yooz is a new digital lifestyle app that offers exclusive value for youth in Iraq, enabling them to stay connected with friends and have fun. It offers customers the flexibility to use their bundle according to their needs, to access exclusive digital content and to enjoy exceptional benefits.

The company received many awards during 2021, testament to its continued focus on providing innovative products and services to the Iraqi community. Asiacell won two accolades at the International Finance Awards in the 'Best Telecommunications Company' and the 'Best Corporate Socially Responsible Company' categories.

The company was also ranked the number one mobile network operator in Iraq due to its rating for the fastest data connection, fastest mobile network and the best mobile coverage by an independent third-party research company. Furthermore, Asiacell captured the world's attention after receiving two more International Awards at the Asia Communications Awards (ACAs) which placed the company back on the international scene as a leading corporation.

Asiacell's CEO Mr Amer Sunna received the first award as CEO of The Year. The second award was offered to Asiacell in the category of 'Corporate Responsibility Crisis Response' for its Bardarash Camp refugee relief virtual clinic and computer centre.

During 2021, Asiacell solidified its commitment to customers and the country with strong revenue and EBITDA. The company maintained its market leading position as the number one mobile network operator in Iraq during the year, reporting revenues of QAR 3.7 billion. Furthermore, the company's cost optimisation programme resulted in an increased EBITDA margin of 46%.

With corporate social responsibility at the heart of Asiacell's operations, the company undertook several initiatives over the year in support of the local community. In cooperation with "Gesellschaft für Internationale Zusammenarbeit" (GIZ) and KAPITA Business Hub, Asiacell implemented the ScaleUp Academy, the first professional accelerator in Iraq. The programme aims to enhance the professional development and skills of Iraqi youth by offering business consultancy, training and workshops.

Additionally, with the aim of helping more than 3,000 schools in Iraq, Asiacell signed an agreement with the EU, UNESCO and UNICEF to initiate an Educational Information Management System (EMIS), which is to be utilised to develop the educational system further. The system is expected to have full coverage in Iraq by the end of 2023. Asiacell also signed a two-year MoU with the United National Development Programme (UNDP) in Iraq to boost youth employment and strengthen Iraq's Micro, Small and Medium Enterprises (MSMEs).

Asiacell became a primary digital enabler in Iraq by bringing the latest technologies to the country. The dedication of Asiacell's employees and outstanding proficiency have led to the best B2B solutions with a bright vision for Iraq's communications sector. With its certified Tier III data centres, Asiacell became the safest and most reliable choice for corporates and SMEs.

Outlook

In 2022, Asiacell will continue to leverage its market-leading position to provide for its customers – with innovative products and services and unparalleled connectivity – and focus on implementing initiatives through its key partnerships to further develop Iraq's infrastructure. Through these partnerships, the company will work towards building an e-commerce offering, enhancing digital payments and providing 100% LTE coverage by the end of 2022 to cater to the increasing demand for data.

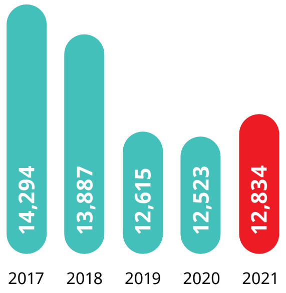
Ooredoo Algeria

"2021 was a very positive year for Ooredoo Algeria. Revenues and EBITDA increased quarter-on-quarter as we expanded our 4G footprint across the country and enhanced our offering to provide the best data packages, network speed and reliable connectivity to our customers in the market. None of this would have been possible without the dedication shown by the entire Ooredoo Algeria team. We look forward to taking the company to new heights in 2022."

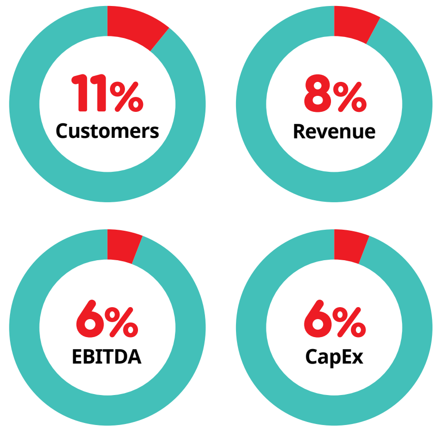
Bassam Yousef Al Ibrahim
Chief Executive Officer
Ooredoo Algeria

Total customers (In Thousands)

12,834



Operator importance to Group



Awards

Umlaut 'Best in Test' Mobile Certificate
Best Mobile Network benchmark in Algeria

North Africa Com
Sustainable Business of the Year

Digitech
Mobile Application of the Year

Best Mobile Offer for Companies of the Year

Financial performance

	2017	2018	2019	2020	2021
Revenue QR millions	3,422	2,760	2,501	2,256	**2,275**
EBITDA QR millions	1,506	1,029	867	744	**786**
EBITDA margin	44%	37%	35%	33%	**35%**
Blended ARPU* QR	18.2	15.5	15.5	15.2	**14.9**
Employees	2,785	2,807	2,895	2,955	**2,694**

* Blended ARPU is for the three months ended 31 December.

Overview

Ooredoo Algeria demonstrated resilience in a challenging market environment in 2021. The Algerian telecommunications industry was adversely affected by partial home confinement measures, the continued depreciation of the Algerian Dinar and challenging macroeconomic conditions. Furthermore, the Algerian market witnessed a major change with Veon announcing its exit from the local telecommunications sector. However, Ooredoo Algeria continued to compete by increasing the adoption of digital services, which presented a tremendous growth opportunity for the business, and developing an integrated digital ecosystem to complement its traditional telecommunications offering, positioning Ooredoo Algeria as a market leader, a true digital enabler and a responsible local player.

The company's total monthly active users across all its digital touchpoints reached almost 1.5 million in 2021, up 41% compared to the previous year, in a display of the strong demand for the full range of Ooredoo Algeria's products and services.

The expansion of its product range – combined with its digitalisation strategy – tremendously improved its efficiency and agility, putting business on a successful trajectory towards becoming the leading telecom player in Algeria.

During the year, Ooredoo Algeria continued implementing its digital action plan in line with its ongoing commitment to its customers, and launched 'Yooz', a new digital prepaid offer targeting Algerian youth to help them personalise their own data plans virtually and access exclusive digital content.

By year end, Yooz had more than 250,000 downloads and over 155,000 monthly active subscribers which qualified it to win the Best Mobile App of the year at DIGITECH. Supporting Algeria's digital ecosystem is Ooredoo Algeria's market-leading network infrastructure. Ooredoo Algeria's network site availability stood very high, and 4G network roll-out continued to extend coverage and capacity through the addition of a new layer in the newly acquired spectrum of 2100 Megahertz. Ooredoo Algeria expanded the capacity of its network across the country such as in the wilayas of Jijel, Mila, Tiaret and Algiers, as part of the modernisation programme that was initiated in 2019. From a technology perspective, there was no impact on network operations and rollout due to the pandemic. During 2021, Ooredoo Algeria ensured a proactive maintenance schedule to reduce outages and worked closely with authorities and suppliers to ensure continuity in the field and uninterrupted connectivity for its customers.

Customer experience remains an integral part of Ooredoo Algeria's identity and purpose. In 2021, the company formed a partnership with HUAWEI Mobile Services to provide users with safe and convenient payment options.

Users can now pay for their monthly services, latest games and favourite applications seamlessly on HUAWEI AppGallery using Direct Carrier Billing services.

Ooredoo Algeria also signed a strategic partnership with Infobip and Facebook focusing on A2P messaging, ensuring a significant increase in revenue from this line of business and further strengthening control over traffic. These partnerships represent the company's focus on providing a seamless digital experience to its customers.

The company undertook several brand-building initiatives during 2021 which included sponsoring the 10th edition of Injaz El Djazair, a programme that aims to support local young entrepreneurs. Additionally, Ooredoo Algeria continued to sponsor Mouloudia Club d'Alger (MCA) – one of Algeria's most popular football clubs – and organised a lucky draw through which 100 customers were selected to attend the FIFA Arab Cup Qatar 2021™ in December.

The company also recruited two new brand ambassadors – actress Malika Belbey and footballer Rami Bensebaini – to further promote the brand among its customer base.

Financially, the company's performance was strong despite the slow economic recovery due to the partial home confinement measures imposed by the government throughout the year. It also witnessed growth following a period of declining revenue due to price war stabilisation after a fierce tariff decline for the last three years. Revenue for the year was QAR 2.3 billion, up 8% in local currency compared to the previous year and EBITDA increased by 6%. The company's focus on efficiency and cost optimisation supported a healthy EBITDA margin of 35%.

As a socially responsible company, Ooredoo Algeria continued to support the local community. During the year, the company donated a total of DZD 45 million dinars to local NGOs – namely Winnelka, Algerian Muslim Scouts and Iqraa – to support their COVID-19 relief efforts and to promote literacy by purchasing 1000 school kits for children living in areas affected by the wildfires that hit Algeria this summer. Furthermore, the company launched Ramadan initiatives, which were in partnership with local NGOs, to provide thousands of meals per day during the holy month across Algeria.

Ensuring safety was Ooredoo Algeria's highest priority, and so in line with this, Ooredoo Algeria launched a vaccination campaign for all its employees and has ensured ongoing COVID-19 PCR testing across the board to mitigate the further spread of infection.

Outlook

Ooredoo Algeria believes that there are great opportunities brought by digital transformation, which the company will continue to leverage in 2022 in order to generate further growth across the business and to provide world-class services and innovative products to its customer base.

Ooredoo Tunisia

"2021 was a successful year. Our core focus remained on enriching the local community through increased digitalisation while maintaining business growth. We continued our clear leadership in the technical, commercial and marketing fields and most importantly, we retained customer confidence in our business and products, which led to a successful year financially as we reported an increase in revenue of 7% to QAR 1.6 billion, compared to QAR 1.5 billion the previous year."

Mansoor Rashid Al-Khater
Chief Executive Officer
Ooredoo Tunisia

Awards

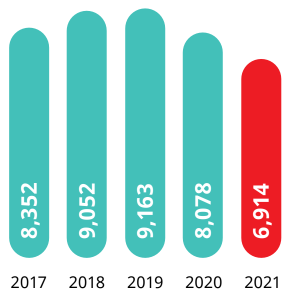
Elu Meilleur Service Client De L'Annee
Best Customer Service ISP
Best Customer Service Telco Mobile & Fixed

Independent Research Company
Fastest Mobile Network – Tunisia

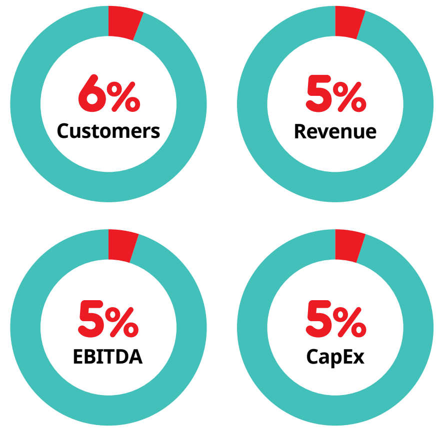
ISO 50001
Improved Energy Management SystemPublic Relations Stars Award

Total customers (In Thousands)

6,914



Operator importance to Group



Financial performance

	2017	2018	2019	2020	2021
Revenue QR millions	1,530	1,526	1,476	1,516	**1,617**
EBITDA QR millions	606	595	682	650	**625**
EBITDA margin	40%	39%	46%	43%	**39%**
Blended ARPU* QR	11.9	12.3	11.2	12.5	**15.6**
Employees	1,600	1,585	1,560	1,591	**1,437**

* Blended ARPU is for the three months ended 31 December.

Overview

Ooredoo Tunisia maintained its position as the market leader in 2021 and retained more than 44% of the total Tunisian mobile market, despite the challenges posed by the COVID-19 pandemic. As the pandemic accelerated the adoption of digital solutions, Ooredoo Tunisia's digital transformation journey evolved further as the company rolled out innovative products and services to provide reliable connectivity to support much of the workforce, who continued to work remotely.

Ooredoo Tunisia made strides towards its transformation journey, which was launched in late 2020 to identify new growth opportunities to unlock in the market. Furthermore, the programme centres upon delivering value to customers, in line with the company's efforts to lead the growth of Tunisia's digital infrastructure. With this strategic focus at the heart of Ooredoo Tunisia's operations, customer-centric initiatives were rolled out during the year across all channels to enhance the customer journey and customer satisfaction, ultimately retaining confidence in the business and further increasing Ooredoo's brand leadership in Tunisia.

Building on this journey to deliver value to its customers, the company launched the first 100% digital mobile offer in Tunisia, 'Do'. The 'Do' offer is accessible via the My Ooredoo App, whereby the customer can browse, activate and utilise the service all through a single click. Furthermore, to support its ongoing focus on digitalisation, customer support is conducted exclusively through digital channels, such as WhatsApp, Messenger and Live Chat on the My Ooredoo App, as well as the website.

In addition to the introduction of new products, Ooredoo Tunisia invested further in the expansion of its combined packs in partnership with global smartphone brands and introduced upgraded content packs for the Video on Demand (VoD) and gaming markets, as well as Value-Added Services.

During the year, Ooredoo Tunisia also introduced the eSIM, a new technology that anchors Ooredoo Tunisia's leadership. The eSIM allows the subscriber to benefit from all the services available directly through the SIM card.

In recognition of the company's commitment to providing an unparalleled customer experience through the latest innovations, Ooredoo Tunisia was recognised as the 'Best Customer Service ISP 2022' and the 'Best Customer Service Telco Mobile & Fixed 2022' by Elu Meilleur Service Client de l'Année in the Internet Service Provider category for the third year in a row. Additionally, an independent research company named Ooredoo Tunisia as the fastest mobile network operator among its competitors in Tunisia.

Ooredoo Tunisia continued to deliver robust results for 2021 with revenue of 1.6 billion. By year end, Ooredoo Tunisia's customer base stood at 6.9 million, aligned with the change in reporting methodology of its prepaid customer base from the original life-cycle definition to the 90 days network activity definition. This was changed in order to align with a common methodology across mobile operators within the country.

The Tunisian market suffered significantly during the pandemic as the number of cases increased, and the mass vaccination campaign began only in the second half of the year, largely driven by international aid. Being a responsible corporate citizen, Ooredoo Tunisia set best practice in how businesses should navigate a pandemic by being the first company in Tunisia to successfully launch a vaccination campaign for its employees. The company continues to work remotely, allowing only 30% of its employees into the office. Strict health protocols and measures were implemented to ensure the safety of all employees and customers, especially in-store where sanitisation stations were set up and masks and social distancing were required.

Furthermore, the company moved most of its transactions onto digital channels, whereby customers can now shop online using the company's App. With these strict measures in place, Ooredoo Tunisia moved from the OHSAS 18001 standard to the international ISO 45001standard.

Ooredoo Tunisia worked closely with the government and other partners during the year on a range of new and ongoing CSR initiatives. The company signed a two-year sponsorship contract with the Tunisian National Olympic Committee (CNOT), to promote Tunisian sports ambassadors in major sporting events being held worldwide. As part of its civic duty, Ooredoo Tunisia supported the national efforts being made to fight the pandemic, by providing technical and financial resources and volunteers to the Ministry of Health. Additionally, the company supported administrations and vaccination centres with 4G network access, to ensure systems are running smoothly. It offered 1GB of free internet for each registered patient to encourage increased uptake during the mass vaccination campaign.

Outlook

During 2022, Ooredoo Tunisia aims to maintain its market-leading position and will continue to invest in innovation to bring new products and services to its customers, through key partnerships and engagement with local stakeholders in government and the community.
A key focus for the year will be on enhancing its network as the business works towards its aspirations of bringing 5G to the Tunisian market to maintain global competitiveness and revolutionise the customer experience.

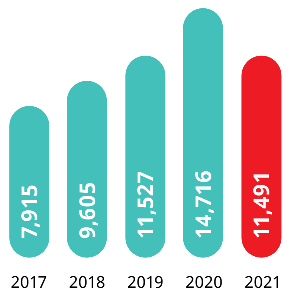
Ooredoo Myanmar

"2021 was a year of recovery and continued resilience for Myanmar. Despite the political challenges and the new variants of the COVID-19 virus, our high-speed connectivity and innovative technologies allowed our business to position itself at the forefront of the competition. By capitalising on the shift in consumer behaviour, we were able to explore new opportunities which will enable us to enhance the digital lives of our customers."

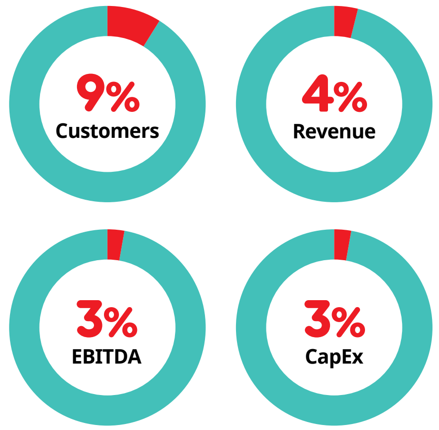
Rajeev Sethi
Chief Executive Officer
Ooredoo Myanmar

Total customers (In Thousands)

11,491



Operator importance to Group



Financial performance

	2017	2018	2019	2020	**2021**
Revenue QR millions	1,324	1,262	1,062	1,172	**1,068**
EBITDA QR millions	152	197	280	314	**376**
EBITDA margin	11%	16%	26%	27%	**35%**
Blended ARPU* QR	15.0	8.7	7.9	6.8	**7.1**
Employees	966	914	836	849	**841**

* Blended ARPU is for the three months ended 31 December.

Awards

APAC Stevie Awards, Silver
Most Valuable Corporate Response (COVID-19)
Award for Innovation in Consumer Product and Services – My Ooredoo App

International Business Awards, Silver
Career and Workforce Readiness Solution – Internet 101

Global CSR Excellence and Leadership Awards
Best COVID-19 Solutions for Community Care
Women Empowerment

Great Place to Work Award
Certified 'Great Place to Work'

Global HR Excellence Awards
Innovation in Recruitment' award

Overview
During 2021, Ooredoo Myanmar focused on its digital transformation agenda which has enabled it to create further value for its customers and employees by offering a seamless user experience. Ooredoo Myanmar's market leading network, superior distribution, innovative products and digital leadership played a crucial role in keeping Myanmar connected during these challenging times.

Throughout the year, Ooredoo Myanmar focused on the expansion of its LTE coverage with 93% of the population having access to OML LTE coverage. Fibre network expansion grew to include more than 900 sites and the company is working to reach more than 1000 sites by 2022.

Ooredoo Myanmar strengthened its position as a digital lifestyle enabler with 'Oomanji' on the My Ooredoo app, which has been played over 25 million times since its launch, contributing significantly to the My Ooredoo app revenue. Furthermore, Ooredoo Myanmar continued to focus on its digitalisation efforts with the launch of two more versions of the app that now includes a wallet feature, which allows customers to top up on the My Ooredoo app using M-Pitesan, credit or debit cards and online banking, consolidating the GSM and mobile money business. Ooredoo Myanmar also launched a Chatbot service on the company's social media which further contributed to its efforts towards providing world-class services and innovative solutions to its customers. This service allows customers to buy packs, use emergency credit, recover damaged vouchers and activate offers from the comfort of their homes.

As a result, Ooredoo Myanmar was awarded the 2021 Asia Pacific Silver Stevie Award in recognition of its Excellence in Innovation in Consumer Product & Service Industries and a Bronze Stevie Award for Excellence in Innovation in Technology Industries, in addition to several other prestigious international awards in 2021 for its efforts in CSR.

Ooredoo Myanmar was awarded the 'Best COVID-19 Solutions for Community Care' award and the 'Women Empowerment' award at the Global CSR Excellence & Leadership Awards.

Financially, the political instability and unrest in Myanmar significantly impacted revenues as data access was restricted. In February 2021, authorities in Myanmar proclaimed a one-year State of Emergency and the Myanmar Ministry of Transport and Communications (MoTC) instructed operators to shut down all telco services in certain townships, placing further pressure on the company's operations. However, revenues recovered after lockdown requirements were lifted and the pricing environment improved.

Ooredoo Myanmar reported a 9% decline in revenue to QAR 1,068 million compared to last year. EBITDA increased to QAR 376 million partly assisted by lower cost of sales and a strong cost optimisation and efficiency programme across the business.

As the world is still recovering from COVID-19, Ooredoo Myanmar continued to focus on the wellbeing of its employees by introducing a hybrid working model, which allows employees to work from home whilst also providing on-site clinic and tele-consultation for employees. As a result, Ooredoo Myanmar was certified by Great Place to Work®, an international certification programme considered the platinum standard in identifying and recognising top workplaces around the world.

Ooredoo Myanmar introduced affordable offers in the market to enable customers to stay connected during the pandemic. Key offers include the 'Donate and Recharge' offer, 'Unlimited Ooredoo Calls' offer and the 'Amazing Friday' offer. Proactively, Ooredoo Myanmar launched the 'I'm Ooredoo, I'm Available' programme to elevate the customer experience during times of lockdown. Through this programme customers were able to register their SIM cards without physically visiting any of Ooredoo Myanmar's stores.

Aligning with Ooredoo Myanmar's vision of enriching people's lives through digital initiatives, the company focused on community engagement and digital development in the education sector with a focus on women empowerment.

Ooredoo Myanmar also launched its "Donate a Recharge" programme where customers who have an extra balance can donate it alongside Ooredoo Myanmar, which donates MMK 5 million daily to customers who need a recharge. Ooredoo Myanmar also partnered with Monastic Education Development Group, Myanmar Library Association and Save the Libraries to take collective actions to unlock the potential of digital technologies to improve digital literacy.

In addition, Ooredoo Myanmar continued to focus on improving its carbon footprint by reducing the size of its SIM cards, thereby decreasing plastic usage, and eliminating the usage of paper by moving away from paper packaging. Ooredoo Myanmar also replaced generators with grid power, solar and battery backup to save hydrocarbon utilisation, prevent pollution and reduce costs – testament to its status as a socially responsible company.

Outlook
As Myanmar's leading digital enabler, Ooredoo Myanmar's role has been crucial in keeping the country connected during these challenging times. Looking ahead to 2022, we expect the shift towards e-commerce and online lifestyles to continue and be transformative factors for our business. We will continue to capitalise on the shift in consumer behaviour by focusing on digital innovation through building stronger digital channels, diversified streaming services, online gaming, e-commerce services and enterprise business solutions with the main aim of providing a seamless customer experience across all touchpoints.

Ooredoo Palestine

"Despite the ongoing political instability in Palestine and the impact of COVID-19 on the telecommunications industry, Ooredoo Palestine continued to operate efficiently and maintained its position in the market by delivering continued financial and commercial growth.

Through strategic planning and staying committed to the company's vision and ambitions, we were able to deliver significant progress, and continued to deliver value to all our stakeholders."

Dr. Durgham Maraee
Chief Executive Officer
Ooredoo Palestine

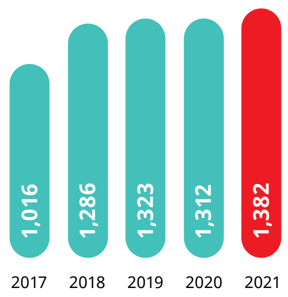
Achievements

Profitability increase
Achieved 78% increase in profitability compared to 2020

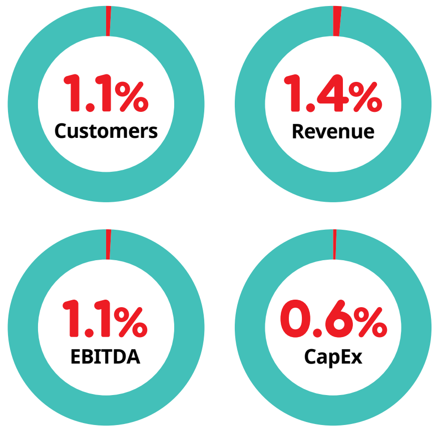
Focus on Customer Centricity
Enhanced the customer journey through digital channels building a lead position in customer satisfaction scores (CSAT) and net promoter score (NPS)

Total customers (In Thousands)

1,382



Operator importance to Group



Financial performance

	2017	2018	2019	2020	2021
Revenue QR millions	312	366	362	370	**408**
EBITDA QR millions	69	96	109	125	**149**
EBITDA margin	22%	26%	30%	34%	**36%**
Blended ARPU* QR	25.1	21.5	23.0	22.9	**21.6**
Employees	572	534	537	514	**520**

* Blended ARPU is for the three months ended 31 December.

Overview

2021 proved to be another challenging year for Palestine. The country witnessed a third wave of COVID-19, resulting in a significant economic retreat and slower recovery that impacted Ooredoo Palestine's B2C and B2B segments in terms of purchasing power and cash availability. The situation was further exacerbated by increasing political tensions in the West Bank and East Jerusalem and the war on Gaza during the month of May, as well as the growing illegal competition with Israeli operators.

Despite these challenges, Ooredoo Palestine made quick progress with its digitalisation strategy through the signing of several strategic partnerships. The company finalised e-wallet agreements with two major financial service providers and established a new data service that will be used by the Arab Bank to facilitate online payments and increase digital payment penetration in Palestine. The company also revamped its e-commerce website to improve customer accessibility. Additionally, Ooredoo Palestine further enhanced and expanded its 3G network data capacity by over 12% to meet increasing demand and maintained its position as the market leader in 3G and data services.

Cost optimisation via digitisation and creating new efficiencies was a key focus for Ooredoo Palestine during the year. The company invested in increasing digital penetration which led to a 70% year-on-year increase in monthly active users, and an increase of 139% year-on-year in App revenue resulting in further enhancements in the distributors and channel commissions.

With a focus on customer satisfaction, Ooredoo Palestine also made significant upgrades to sales and distribution app Fawri Express – to automate and optimise operations – and added new features such as order management, user dashboard and bill payment options.

Ooredoo Palestine reinforced its brand presence across social and digital platforms, aiming to increase its digital presence especially during lockdown. To support its customers during the pandemic, Ooredoo Palestine launched campaigns to encourage customers to use the company's digital channels and My Ooredoo App. Additionally, Ooredoo Palestine extended the working hours of its e-care team to a 24-hour service.

Ooredoo Palestine is driven by its commitment to support the community, and as a result it extended its sponsorship of the Palestinian Football League and the National Palestinian Women's Team for three consecutive seasons as a main sponsor. Ooredoo Palestine also continued to invest in education amongst youth and partnered with the Palestinian Teachers' Union and the Ministry of Education on various initiatives to serve these endeavours.

Ooredoo Palestine made further enhancements to its digital portfolio to cater to its diverse demographic of customers, through partnership agreements with MidasBuy for PUBG and with Fortumo for Free Fire, which offer an effortless way to make gaming purchases directly through a Mobile Station Integrated Services Digital Network (MSISDN). The company also signed agreements with TPAY and beIN to offer Turkish content and sports on its Blue TV streaming app.

Regarding the company's continuous response to the pandemic, Ooredoo Palestine quickly mobilised a contingency plan covering all functions of the business which was fully activated to ensure business continuity during the lockdown period.

This included a seamless switch to remote working whereby 95% of the workforce worked from home for extended periods, with some departments such as Customer Care operating fully from home. The company implemented strict protocols for employees whose work required their presence in offices or out in the field, in accordance with public health and safety standards, and ensured social distancing regulations were followed. The company also launched an internal vaccination programme to promote the safety of all employees. Once all the employees were fully vaccinated and the health authorities' guidelines permitted it, employees returned to working from the office under strict health and safety protocols.

To ensure continuity in employee development programmes during the pandemic, the company continued to focus on staff training and innovative programmes, such as the Young Leaders Programme and the CEO Award for Innovation.

Ooredoo Palestine demonstrated great resilience during 2021. Despite growing tensions in the West Bank and East Jerusalem and the war on Gaza, the company was able to deliver growth and offset potential losses by offering emergency balance and retention offers that helped maintain subscriber engagement.

The company's ability to adjust and pivot as needed to navigate challenging market conditions resulted in Ooredoo Palestine's strong YTD performance, solid position in the market and strong results. The company successfully monetised data in the West Bank and launched multiple initiatives to increase data penetration, resulting in a growth of 30% in data revenue. Additionally, a pre- to post-migration programme was successfully implemented to further improve its performance. As a result of executing the company's thorough value creation plan and staying committed to its commercial strategies, EBITDA increased by 19%, mainly driven by the company's cost optimisation programme, while the revenue increased to QAR 408 million for the year.

Outlook

By leveraging Ooredoo Palestine's position as the leading mobile network operator in the market, the company will continue to make further investments in expanding and enhancing its network, developing new and innovative products and services to maintain customer engagement, and hopes to launch 4G in the near future.

Ooredoo Maldives

"During 2021, our vision of a digital Maldives was more pronounced than ever as we remained committed to strengthening the nation's digital network and supporting the growth of the economy. We delivered a stellar net profit of QAR 110 million, a growth of 14% and 4% growth in revenues. We look forward to more exciting and innovative projects to take Digital Maldives to the next level in 2022."

Najib Khan
Chief Executive Officer and Managing Director
Ooredoo Maldives

Overview

In 2021, Ooredoo Maldives further strengthened its digital network by enhancing its innovative mobile payment platform, m-Faisaa, and the nation's first e-commerce marketplace, Moolee, to provide a customised, seamless experience across all its customer segments. Furthermore, the company accelerated the digitalisation of the community by providing reliable and affordable connectivity across the nation.

m-Faisaa, Ooredoo Maldives' innovative mobile payment platform, was expanded to cover key merchants. Partnerships with these outlets provided a convenient option for customers to make payments digitally using their m-Faisaa wallets. The platform was also used as a medium for payment for Fitr Zakat, in partnership with the Ministry of Islamic Affairs.

The company further enhanced its e-commerce platform, Moolee, by introducing flagship devices including the Samsung S21 and the latest iPhone and MacBook, which customers could access seamlessly through the platform's very own website.

The company invested in digital adaptation and an improved customer journey through initiatives such as the integration of recharges and payments for all service types into the Ooredoo App and web. Ooredoo Maldives introduced customised plans for mobile customers, including much-awaited Data Rollover services, Aachaa Postpaid plans with first-of-their-kind benefits, Double Data bonus offers on Aachaa Prepaid plans and Data bonus offers for 5G and 4G customers.

As part of Ooredoo Maldives' continued commitment to the Government of Maldives' 'Netuheyo' initiative to reduce internet prices, the company revamped its SuperNet portfolio, unveiling significant benefits to support the growing digital needs of customers.

Additionally, Ooredoo Maldives improved its SuperNet Fibre Broadband plans which now include four new plans, up to 100% more Data allowances and the first unlimited Data Rollover service in the Maldives.

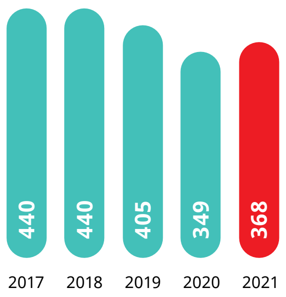
In 2021, Ooredoo Maldives expanded its SuperNet broadband fibre network to 10 new islands, increasing the Fixed Broadband service footprint to a total of 38 inhabited islands.

Ooredoo Maldives further invested in driving 5G services by revamping its 5G AirFibre plans with more allowances, enabling the best internet experience in the Maldives. The enhanced connectivity with 5G AirFibre will provide high speeds that will positively support growth for local communities and business, especially small- and medium-sized enterprises, and those businesses operating remotely.

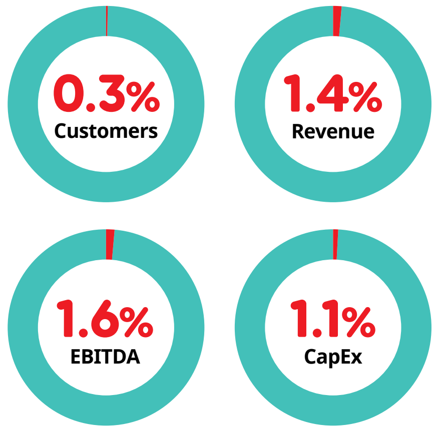
In 2021, Ooredoo Maldives ushered in a new high-speed era with 5G in the capital of Malé and showcased the speed of its 5G network by hosting a robotics-based telepresence event with The Eco Org, VR Café and Roboy, that enabled students to virtually teleport themselves from Maldives to Germany.

Total customers (In Thousands)

368



Operator importance to Group



Awards

APAC Stevie Awards, Silver
Most Valuable Corporate Response (COVID-19)

Digital CX Awards
Best Fintech for Digital CX – Payments – m-Faisaa

Financial performance

	2017	2018	2019	2020	**2021**
Revenue QR millions	435	461	481	407	**422**
EBITDA QR millions	236	237	264	202	**208**
EBITDA margin	54%	52%	55%	50%	**49%**
Blended ARPU* QR	53.3	52.3	56.2	60.5	**66.3**
Employees	345	359	370	366	**370**

* Blended ARPU is for the three months ended 31 December.

Ooredoo Maldives continued to invest in its Enterprise business segment through the inauguration of the first ever tier 3-ready Data Centre in the Maldives, designed to provide reliability and safety for all business customers and providing unparalleled connectivity, storage, security and support systems for IT-based services and operations. Additionally, the company deployed Ooredoo Business Self-Care Consolidation for Enterprise Customers, which aims to consolidate the web portal for Enterprise Business self-care and includes Workgroup and Bulk SMS.

Financially, Ooredoo Maldives reported revenues of QAR 422 million and an improved EBITDA of QAR 208 million. The improved EBITDA is mainly due to higher revenue and cost control measures implemented by the company. The company's digital offerings and increased digital penetration also helped to further optimise intermediate costs by eliminating recharge and collection commissions charged for non-digital transactions.

The company continued to operate and innovate in line with its pledge to support the community, eradicate digital illiteracy and improve the lives of the country's people. Consequently, Ooredoo Maldives conducted a session on Digital Friendships, targeted at schools in the Greater Malé area, at the Safer Internet Ambassador Training programme to train over 15 Ambassadors. Additionally, the company continued its partnership with UNDP to host 'Miyaheli', the first Social Innovation Camp in the Maldives.

Ooredoo Maldives continued to help its customers combat online scammers, by launching a fraud awareness campaign on social media channels. The campaign aimed to safeguard thousands of potential victims from data and financial theft.

Additionally, Ooredoo Maldives sponsored a charity eSports event, with E2S as its local gaming partner to raise funds for Palestine. The event raised a total of MVR 125,000 and all proceeds were donated to Palestine through International Aid Campaign (IAC).

The company continued to strengthen its ties to the community through several CSR initiatives including the continuation of the 'Visit Maldives Now' campaign via social media to promote the country as a safe haven for visitors.

Additionally, the company maintained customer engagement nationwide by organising and partnering with multiple events such as the South Asian Football Federation (SAFF) Championship – the main international football tournament of the national football teams in the South Asia region – as well as the Ultimate VR Cup 2021 powered by Ooredoo 5G, the Ooredoo Eid Show and many more.

Outlook

In 2022, Ooredoo Maldives will invest further in the potential of the 5G network which will remain the key driver for the company's success. Ooredoo Maldives will focus on accelerating digital adoption to ensure personalised experiences and on expanding its ICT, cyber-security and total solutions offerings.

Section 3

Environmental, Social and Governance Review

Ooredoo is committed to the highest standards of environmental protection, social impact and good governance, looking to build a sustainable legacy for all.

Environment, Social and Governance Review

Our Commitment

Ooredoo is committed to the United Nations Sustainable Development Goals (SDGs), which aim to eradicate extreme poverty, fight inequalities and injustice and fix climate change. While our impact relates to many of the goals, our approach is focused on the below three objectives and related targets. Detailed information on how we work towards each goal can be found at www.ooredoo.com.

Overview

The Environmental, Social and Governance (ESG) section provides an overview of our approach to sustainability and our commitment to international initiatives, as well as our practices and progress on those issues that we consider most material to our business. For this sustainability performance coverage, we have collected performance data for the years 2018- 2021 from our ten markets: Qatar, Algeria, Indonesia, Iraq, Kuwait, Maldives, Myanmar, Oman, Palestine and Tunisia. The disclosures are aligned with the requirements of Qatar Stock Exchange Guidance (QSE) on ESG Reporting. Our intent is to publish an annual update on our sustainability activities going forward.

Our Sustainability Framework and key topics

We are committed to leveraging our expertise in mobile technology to bring about positive social and economic change. Across our international footprint, we are working to become digital enablers, reducing the digital divide, helping people to reach their potential and making a real difference in the communities we serve. This approach is embedded into our business model, strategy and operations. Our sustainability framework below outlines our five main focus areas, alongside 12 material topics, which inform the structure of this report.

Our Sustainability Framework

Protecting our Environment
Conserving resources

Digital Opportunities and Community Care
Digital opportunities
Community care and procurement
Safeguarding human rights

Developing our People
Ensuring equality and opportunity
Training and professional development
Health and safety

Creating Ethical Economic Opportunity
Corporate governance
Prevention of anti-competitive practices
Prevention of corruption and bribery

Safeguarding our Customers
Customer security and privacy
Responsible relationships with customers

Ensure healthy lives and promote well-being for all at all ages

Target 3.1 – By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.

Target 3.2 – By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.

Target 3.d – Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.

Our focus is on making a real difference to people's lives, focusing our efforts on women's and children's health and wellbeing as well as humanitarian and disaster response support.

Achieve gender equality and empower all women and girls

Target 5.5 – Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

Target 5.b – Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

The empowerment of women is a serious commitment for Ooredoo, one which sits at the heart of our corporate culture.

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Target 9.5 – Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.

Target 9.c – Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.

We are working to close the digital divide, help everyone stay connected, all of the time, and power local innovation in each of our markets.

Digital Opportunities and Community Care

We are guided by a vision of using our services to enrich people's lives and foster human growth as a community-focused enterprise. We believe that mobile technology, particularly mobile broadband, has the potential to drive social and economic change and improvements. Thus, we harness the power of our business to contribute to human welfare by cultivating digital opportunities.

Digital Opportunities
We are continually working to improve our network's speed, connectivity and coverage, making it more accessible even in the most isolated locations and future-fitting it to meet our customers' expanding digital needs. The COVID-19 pandemic has undoubtedly accelerated digital transformation, necessitating the need for businesses to respond. While focusing on meeting our clients' growing expectations, we were also adaptable and agile in reacting to the global agenda. We are one of the first companies in the world to launch a 5G network, which was rolled out in Qatar in May 2018. Today, we cover more than 99% of the Qatari population with our live 5G sites in Qatar. In addition, we are in the process of deploying 5G networks in Kuwait, Maldives, Oman and Indonesia with other markets to follow.

UN Sustainable Development Goal
9 Industry, Innovation and Infrastructure

9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

Ooredoo Oman launched its 5G network and an IoT initiative with over 340,000 electric smart meters delivered. The electricity consumption data is digitally collected and transferred to central database for billing, eliminating the challenges faced by utilities providers when collecting meter readings, especially in isolated locations.

Ooredoo Palestine developed a new Voice of Customer – VoC - system locally, to measure Customer Satisfaction Score (CSAT) trends and capture customers' feedback. The system is scheduled to be launched by Q4 2022.

Ooredoo Maldives launched its first-ever tier 3-ready Data Centre in the Maldives, providing unparalleled connectivity, storage, security and support systems for IT-based services and operations, designed to provide reliability and safety for all types of customer segments.

Ooredoo Maldives has partnered with the United Nations Development Programme to run the Social Innovation Camp for youth since 2016. The programme aims to be a bridge and bring together ideas from the local population's youth, and uses digital and non-digital tools to create both tech-based and non-tech-based social innovations in order to provide solutions to prevailing social issues.

In Iraq, Asiacell has been enabling students to continue online learning during the COVID-19 pandemic. It extended its e-learning initiative with the new governmental education platform e-Parwada.

Community care and Procurement
Community
We advocate prosperity of communities and focus on providing solutions regarding women empowerment, youth entrepreneurship and underserved communities in our markets and run initiatives each year. We encourage our employees to volunteer.

For detailed information about our activities in each country please visit the Social Responsibility page on our website.

UN Sustainable Development Goal
8 Decent Work and Economic growth

8.5. By 2030, achieve full productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.

In Iraq, Asiacell signed a two-year Memorandum of Understanding (MoU) with the UNDP to boost youth employment and strengthen Micro, Small, and Medium Enterprises (MSMEs). The first initiative in Karbala to be launched under the name of UNDP aims to match unemployed youth with interested employers.

UN Sustainable Development Goal
3 Good Health and Well-being

3.4. By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

3.4.1. Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease.

Ooredoo Qatar focused on supporting local communities, with the continuation of a number of partnerships and sponsorships in the fields of sport, art, culture and healthcare. The company launched an umbrella Corporate Social Responsibility (CSR) initiative – Ooredoo AlKhair – during Ramadan, under which it will devise and undertake comprehensive charitable initiatives to support Qatar's communities.

The company launched a new and free service for the hearing impaired in cooperation with the Qatari Center of Social Cultural for The Deaf. In partnership with Qatar Development Bank (QDB), Ooredoo launched the QDB Hackathon through all QDB incubators, including Ooredoo's Digital & Beyond in 2021.

The company renewed agreements including with Qatar Museums Authority, Education Above All, Silatech, Qatar Cancer Society, Qatar Red Crescent and many more. Ooredoo Qatar also continued its longstanding support of sporting initiatives, including the Ooredoo Doha Marathon and National Sport Day.

Ooredoo Algeria launched the "HAYAT Awareness Caravan" project to raise awareness of breast cancer across Algeria in partnership with Winnelka NGO.

Ooredoo Myanmar donated oxygen concentrators and oxygen cylinders as part of the emergency response initiatives during the COVID-19 pandemic.

Ooredoo Oman helped people affected by Cyclone Shaheen via its CSR programme Goodwill. During and after the storm, over 70 volunteers gathered to donate essential food and cleaning supplies to residents in the affected areas.

UN Sustainable Development Goal
5 Gender Equalitvy

5.1. End all forms of discrimination against all women and girls everywhere.

Ooredoo Maldives joined the Global System for Mobile Communications Association's (GSMA) Connected Women movement in 2015 as one of the initial partners. In 2020, Ooredoo Maldives renewed its Connected Women commitment to study the socio-economic benefits of the greater inclusion of women through providing internet access.

Ooredoo Oman collaborated with the Omani Women's Association in order to boost women's incubators, personal development and leadership capabilities via online training sessions.

Procurement

We have made a formal commitment to ensure the integration of social and environmental criteria in our supply chain via our Guideline for Ethical Conduct and Fair Practices. All our tender documents and group framework agreements contain a clause that requires compliance with the Ooredoo Health, Safety, Environment & Community (HSEC) Standards. This clause specifies that all vendors need to.

a) ensure environmental responsibility
b) prevent environmental impacts and save natural resources through waste management, pollution control and the promotion of renewable energy
c) set targets for environmental performance
d) monitor and improve performance through management plans
e) conserve and enhance the environment in and around project locations
f) provide a safe working environment for employees and enhance their abilities through training and knowledge transfer
g) respect all IFC's (International Finance Corporation) Environmental and Social Performance Standards.

UN Sustainable Development Goal

12 Responsible Consumption and Production

12.7. Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

Ooredoo Algeria considers ESG criteria in their procurement processes expecting suppliers to provide relevant certification.

Ooredoo Maldives ensures that all potential suppliers are obliged to submit the certification for Health & Safety and Tax Registration.

Ooredoo Qatar ensures compliance with the Ooredoo Health, Safety & Environment (HSE) requirements which comply with the ISO 14001 Standard. In addition, Ooredoo Qatar works in conjunction with the suppliers to ensure safe disposal of hazardous items.

Creating Ethical Economic Opportunity

We are committed to an ethical approach across the business as a whole. We establish business ethics to promote integrity among our stakeholders. Robust corporate governance acts as a foundation for operational strength and instils confidence for our investors.

Corporate Governance

Our Corporate Governance Department is responsible for assisting the management and Board of Directors in ensuring the efficiency and implementation of corporate governance policies and practices in Ooredoo Group and its operating companies. The Department monitors the implementation of the Corporate Governance Code in all Ooredoo Group companies and assists the Board of Directors in the annual assessment and evaluation of adherence to the Code of Conduct.

To make it easy for anyone to raise any complaints or report misconduct, we have a dedicated whistleblowing report form in place which can be accessed on www.ooredoo.com.

For up-to-date information about our Board of Directors, committees, and principles, please refer to the Corporate Governance chapter in this report as well as the Governance section on www.ooredoo.com.

Groupwide ethical policies

Sustainability Governance

With regards to Board oversight on sustainability issues, the Ooredoo Group is putting more emphasis on environmental, social and governance issues by making sure that all Board members are aware of related strategies and risks. All Group Boards have an Audit and Risk Committee that reviews all sustainability issues facing the company. Moreover, our Enterprise Risk Management function is expanding the consideration of those risks posed by environmental and societal trends as well as changing stakeholder expectations, and directly reporting those to the Board Audit and Risk Committees. A dedicated ESG Team is currently working on a process to integrate sustainability into regular Board level reviews.

Prevention of anti-competitive practices

Ooredoo has made a formal commitment to prevent anti-competitive practices in its Code of Business Conduct and Ethics and is committed to fully complying with local legislation. All our Procurement Functions have policies in place, which are approved by the respective Board of Directors, governing the procurement of goods and services from the selection to the contracting and monitoring process.

All tenders are managed by our Group-wide internal e-sourcing system, ensuring fair practices, ethical conduct, integrity and transparency during the whole procurement processes. Furthermore, we have developed Guidelines for Ethical Conduct and Fair Practices, which are communicated to and need to be observed by all suppliers in their interactions with Ooredoo Group. We are proud to be committed to the highest ethical and legal standards in conducting our business, and we expect the same level of adherence and commitment to fair practices, ethical conduct, corporate values of integrity and transparency from our business partners.

0%

Tolerance against bribery and corruption

Prevention of Corruption and Bribery

We are committed to a zero-tolerance policy for any form of bribery and corruption. Our dedicated Revenue Assurance Team is overseeing the implementation and adherence to our policies in this respect. To ensure all our employees understand and comply with our Code of Business Conduct and Ethics, we regularly run online training programmes and ask them to sign the Code on an annual basis.

UN Sustainable Development Goal

16 Peace, Justice and Strong Institutions

16.6. Develop effective, accountable and transparent institutions at all levels.

Ooredoo Algeria identified non-financial risks as:

- Network coverage compliance risk
- Brand and image deterioration
- Noncompliance with the contract collection
- Technology disaster recovery risk.

Ooredoo Maldives identified both financial and non-financial risks via Enterprise Risk Management (ERM) including:

- Organisational Fire Safety and HSE-related risks
- risks associated with business continuity
- reputational risks
- Compliance risks
- information security risks.

Asiacell has an ERM policy and a designated team which is supported by Risk Champions from each department. In addition, an Incident Response and Crisis Management plan is in place.

Ooredoo Algeria made a formal commitment in its Code of Business Conduct and Ethics to prevent anti-competitive practices regarding the knowledge of laws, integrity, conflict of interest and bribery.

Safeguarding our Customers

Data security and privacy is of the utmost importance in our sector. With the growing importance of data for the digital transformation and data-driven innovation, access to and sharing of data has become critical.

At Ooredoo, safeguarding customers' personal data is of tremendous importance. We promise to deliver on our customers' aspirations while adopting industry best practices related to data security and information.

Customer Security and privacy
We are committed to protecting customer data in accordance with our Customer Charter and Privacy Policy, as well as local legislation in each of our markets. All our operations are ISO 20000-1 certified for excellence in information technology service management systems and ISO 27001 for information security management systems. These management frameworks assist our Governance, Risk and Compliance Team in establishing, implementing, operating, monitoring, maintaining and continually improving information security processes in order to meet our goals.

The information security risk management process that we implement serves to manage and mitigate risks and reduce potential impacts on information assets to an acceptable level. Vulnerability management process, incident monitoring and response and recovery process, patch management, and identity and access management are our focus areas, among others. To protect our network from internal and external cyberattacks, multiple layers of security tools have been implemented to detect, prevent and mitigate such threats, such as firewalls, privilege access management, network access control, anti-malware, security information and other controls. Ooredoo employees regular attend security training sessions.

In addition, our Security Operation Centre Team works 24/7 to detect, manage, respond and recover from any cybersecurity incidents and attacks in a timely manner. Technical assessments and audits are performed on a regular basis to analyse the performance of our information security controls, goals and processes.

Senior management regularly reviews any internal and external information security issues, audit results, non-conformities, risk assessment and treatment results and is responsible for approval of projects and initiatives for continuous improvement of information security.

Responsible relationships with customers
We are committed to ensuring responsible customer relations and customer service improvement as outlined in the Customer Charter. All our operations are ISO 9001 quality management certified, to ensure a smooth complaint management system. We are committed to full transparency about our products and services; hence our terms and conditions as well as information about costs, services and offers are clearly specified on our website and in our app and can be requested 24/7 from our hotline, chat or WhatsApp community managers.

Customers can file concerns via phone, our applications, our website, social media or in our retail stores. We perform customer satisfaction surveys on a regular basis across all of our markets. These surveys help us learn what matters most to our consumers, understand their needs and enhance our product offering and customer experience constantly.

UN Sustainable Development Goal

16 Peace, Justice and Strong Institutions

16.6. Develop effective, accountable and transparent institutions at all levels.

Ooredoo Maldives established an Information Security (IS) Policy and Data Protection Policy based on multiple international standards including ISO 27001 and the Payment Card Industry Data Security Standard (PCI DSS). The company conducts Vulnerability Assessments and Security Reviews to prevent any kind of data breach and misuse.

Asiacell established a Cyber Security Business unit, responsible for the data protection. The concept of "Security by Design" has been introduced whereby it is mandatory for all products and systems to pass through the security requirements.

The company captures the customers' complaints through several channels including phone call, social media channels and WhatsApp.

Ooredoo Qatar adheres to the customer privacy and data security policies and publishes privacy notices on its website. Information Security programmes and technical controls are aligned with international security best practices. The OpCo implemented advanced multiple layers of access control mechanisms and regular awareness training on data security for all employees and consultants.

Information Security compliance is established to measure control effectiveness and compliance with Information Security policies and applicable laws and regulations. In addition, internal and external independent audits including ISMS ISO 27001, Financial ICFOR, etc. are being conducted at least once a year.

Ooredoo Qatar conducts VoC surveys regularly; all interactions and results are published internally on a monthly basis. In addition, a 'Complaint resolution status' report and statistics are produced.

Ooredoo Indonesia has a data protection and data security policy and a dedicated Data Privacy Officer (DPO) to manage the issue efficiently. The OpCo conducts a regular internal and external independent audit to ensure compliance with information security and applicable laws and regulations. To build an information security culture, regular information security awareness training is provided through the internal learning management system.

Ooredoo Algeria measures the risks of data breach by Vulnerability Assessments, Controlled Supplier Access platform and Virtual Private Network (VPN) monitoring for the vendors.

Ooredoo Myanmar publishes a general statement regarding information security in its website, which is aligned with Post and Telecommunication Departments Myanmar rules and regulatory. External and internal audits are performed once a year. In addition, the IT security team conducts regular IT security awareness sessions for all employees. Incident response plans are implemented and set for an escalation matrix.

The OpCo launched a Contact Centre Operating System to manage customer concerns and continue to support remote working and ensure business continuity.

Ooredoo Tunisia has an information security policy in place. The policy includes a dedicated privacy and data protection section. Ooredoo Tunisia Mghira Data Centre has been ISO 27001- certified since 2016.

All information security audits are conducted in Ooredoo Tunisia at least once a year via internal and external independent audit. In addition, information security trainings are provided for selected employees and an information security awareness programme covering all employees is in place.

Ooredoo Kuwait has relevant policies and procedures in place regarding information security. External audits are conducted more than once a year. Ooredoo Kuwait has a solid Information Security Management System (ISMS) compliance programme in place.

Developing our People

90%

Most operating companies exceed 90% nationalisation rate

Empowering our workforce is among our top priorities. We recognise the importance of harnessing human potential without causing harm. Thus, we focus on providing equal opportunities, securing gender equality, investing in our talents and ensuring healthy and safe work environment.

Ensuring equality and opportunity
In our Code of Business Ethics, we established a formal commitment to supporting equal opportunity. Our HR Policy ensures that all applicants and employees, regardless of race, colour, marital status, parental status, ancestry, source of income, religion, sex, gender, age, national origin or handicap, have equal opportunities in hiring, promotion, transfer, compensation, benefits and all other employment decisions. A grievance system is in place in the event of a disagreement, and we promote regular communication between management and staff.

Nationalisation
We align with the national visions of the countries in which we operate and are committed to supporting the development of local talent. Nationalisation rates are often high in our markets, with most of them exceeding 90%. We have comprehensive plans and procedures in place in countries where the rates are lower, such as Qatar, to actively support the increase of nationalisation among our workforce.

Female Employment
Businesses that actively support gender equality tend to make better business decisions which could resulted in better profitability compared to the ones with less diversity. Women empowerment is a key pillar of our CSR Strategy with the focus on equal pay and treatment, equal representation on leadership teams and corporate boards and equal access to training and career-building opportunities.

Based on our HR Policy and commitment to equal opportunity, we have been launching initiatives specifically designed to bring women into the workplace as well as enable women to access and use information technologies in a way which works for them.

To read more about how we bring together and empower women across our markets, please visit the Women Empowerment section on www.ooredoo.com.

Training and Professional Development
We are committed to investing in the development of young national leaders, focusing on training, development and support opportunities. Our HR management plan addresses all elements of employee compensation, succession planning, wellbeing of employees, working hours, safe working environment and employee counselling.

Individual development plans, management and leadership development programmes, as well as coaching and mentoring, are all in place to help us develop and retain talent. Employees can also acquire a certification or higher degree through our learning programme to advance their careers. We perform regular surveys under our Organisational Health Index programme, which feeds HR strategies in all of our markets, to ensure that our employees are satisfied, motivated and committed.

Health and Safety
Our QHSE Policy provides a framework to identify, address and prevent all health and safety hazards and manage associated risks. Indonesia manage occupational health and safety under the OHSAS 18001 whereas Qatar and Tunisia manage occupational health and safety in accordance with ISO 45001.

We also expect our service providers to place the utmost importance on health and safety including health and safety requirements in our contracts. We ensure our service providers:

- perform risk assessments
- implement permit-to-work systems
- conduct HSE inductions and trainings
- perform regular HSE inspections and
- conduct committee meetings and emergency drills as appropriate.

Our HSE Security Task Force oversees this process, conducts periodic assessments and site visits and responds to any critical issues through putting the appropriate controls and enhancement plans in place.

During the COVID-19 pandemic we ensured that our own employees stayed safe through putting in place several measures, such as activating a health protocol in our shops and intensifying sanitary setups such as compulsory wearing of masks and social distancing, or implementing work-from-home wherever possible.

Sustainable Development Goal

8 Decent Work and Economic Growth

8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

Ooredoo Maldives follows The Employment Act of the Maldives mandating 60% of nationals to be in senior management within 5 years which is effective from 2020. The operating company has a succession plan implemented to achieve the target.

Nationalisation rate at **Ooredoo Palestine** is 100%.

Ooredoo Qatar established a Qatarisation policy which encompasses the Qatari Graduate Development Programme (QGDP), Qatari Diploma Development Programme (QDDP), Qatari Secondary School Development Programme (QSSDP) and Sponsorship & Scholarship schemes aiming to promote and increase nationalisation across the organisation. Other than that, Ooredoo Qatar provided access to online trainings via an online education platform to ensure agility in workforce development. Design Thinking, Design Sprint, and Scrum trainings were provided to upskill the workforce.

Ooredoo Algeria has a training policy and implementation plan in place to upskill its workforce via negotiation technics, Big Data etc. In addition, language courses, leadership agility trainings and coaching are provided.

Ooredoo Indonesia was named HR Asia's Most Caring Company for 2021 and won the Best Companies to Work in Asia for 2021.

All operating companies of Ooredoo place the utmost importance on providing a safe and healthy working environment, thus OHS is managed via proactive and preventive measures.

Protecting our Environment

At Ooredoo, we approach environmental protection focusing on our impact areas. As an industry leader, we strive to be a pioneer to our peers as well as reduce our ecological footprint.

Conserving resources
Communications and information technology serves as an enabler to decrease the demand for energy by reducing the need for excess travel. We steer our strength on creating a positive environmental impact via our technological investments. On the one hand, operating our networks does entail resource consumption. Our operating companies continue to work to reduce our ecological footprint focusing on resource efficiency. Our Quality, Health, Safety and Environment Management (QHSE) Systems Policy guides our approach to minimising our environmental impact and complies with ISO 14001.

Energy, Carbon and Emissions
In telecommunication networks the main environmental impact comes from the energy required to power our networks. With regards to energy and emissions, we aim to reduce and optimise our energy consumption and all atmospheric emissions that are related to energy consumption. The recent deployment of 5G in some of our markets, as well as the increased use of online services and the corresponding increase in data traffic during the COVID-19 pandemic has led to an increase in energy consumption overall.

To manage our increased impact resulted from technological advancements and the global pandemic, we run a range of different initiatives across our markets. The results presented below are based on reductions achieved in a set of cell sites where specific network features have been implemented (on constant traffic conditions). We continue to test solar-powered hybrid solutions, which we initiated in 2019 with several mobile network sites.

The implementation of Micro-DTX could bring benefits in power saving due to switching off Power Amplifier(s) (PA) assigned to LTE Cell for the duration of single OFDM symbols at times when the scheduler has determined that there is no DL signal to be sent over the air. As an example, the Micro-DTX features implemented in Jakarta, Indonesia resulted in a power reduction of up to 4.5%.

3.5%

Up to 3.5% reduction in the most common power-saving features

In Ooredoo Kuwait, the deployment of a symbol power-saving feature meant up to a 4.8% reduction in power consumption. With the PSU Smart Control feature, a power monitoring unit (PMU) enables only the minimum number of power supply units (PSU) necessary to meet BTS power requirements. Implementation performed in Ooredoo Tunisia demonstrated a reduction in energy consumption of up to 3.8%.

5G Intelligent Scheduling for Power Saving (NR) enables a base station to dynamically adjust the Remaining Minimum System Information (RMSI) broadcast interval or the number of paging frames (PFs) as well as converge data in symbols or timeslots. This increases the number of no-data-transmission time windows during which symbol power saving can take effect, thereby reducing energy consumption. Activation in Ooredoo Kuwait shows a reduction in power consumption of up to 10.75%.

The multi-carrier switch-off feature enables the RNC to switch off one or more carriers based on traffic load in the multi-carrier co-coverage scenarios, reducing the power consumption of the NodeB. In Ooredoo Oman, energy efficiency after implementation of the functionality was up to 5.5%.

Energy Saving (ES) module in Self-Organising Solution (SON) is implemented in some operating companies across Ooredoo Group. It is designed to minimise the energy consumption of the radio network. ES actions shut down unutilised carriers with traffic lower than a threshold in a given time frame during low traffic hours. In Ooredoo Tunisia, a reduction of power consumption of up to 1.4% was achieved.

Some Ooredoo operating companies started to migrate from VLRA to lithium-ion batteries. Lithium-ion batteries are more environmentally friendly because they do not contain toxic metals such as lead. VLRA batteries' deterioration starts as soon as the temperature exceeds 25 degrees Celsius and each stepped increase of 5 degrees will reduce the lifespan of the battery further. Once the temperature is above 45 degrees, the battery will fail and stop working. Lithium-ion batteries can exceed temperatures above 45 degrees without impacting their performance, meaning that the cooling requirements from an air conditional system can be reduced without putting at risk the equipment, leading to less energy consumption.

Indosat Ooredoo started utilising lithium-ion batteries at all new sites. In 2021 the Indosat network recorded 31% of its sited as using lithium-ion batteries, an increase of 15% compared with 2020.

Asiacell purchased 450 hybrid site kits (lithium-ion batteries) to start the migration of their existing off-grid sites – numbering over 800 - to hybrid mode for energy saving. Deployment of solar energy as a primary source is being considered across the Ooredoo Group. Solar energy is used to reach locations with poor grid or off-grid, which require diesel generators to run full-time. The diesel generators need routine maintenance and to be fuelled in a timely manner, which causes service outages when maintenance activities cannot be carried out. Solar and hybrid solutions reduce CO_2 emissions and minimise impact in service availability, while prolonging the time between fuelling and routine maintenance. We deployed solar solutions in Ooredoo Iraq, Qatar and Kuwait and aim to expand this across the Group after performance and impact are analysed.

Waste and Water Management

We manage our impact in terms of waste and water with the guidance of QHSE Policy. We formally commit to reducing hazardous and non-hazardous waste, and reducing the use of materials and water. We implement different initiatives across our markets in line with local regulations, requirements and realities.

Under our recycling programme, all paper waste and plastic bottles from our administrative buildings are now collected and recycled through an approved contractor. In Qatar we implemented a paperless initiative, whereby all our shops are now paper-free, 99% of our customers migrated to e-bills and most of our processes transitioned to electronic. All printers are set up to automatically print double-sided while we also limit the number of prints per person per month. Being aware of the cumulative effect of electronical waste (e-waste), we recycle or appropriately dispose of our e-waste, such as batteries.

Going forward, we will be considering life cycle assessments of products during the procurement stage to minimise our footprint.

Sustainable Development Goal

13 Climate Action

Sustainable Development Goal

12 Responsible Consumption and Production

13.2. Integrate climate change measures into national policies, strategies and planning.

13.3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

12.2. By 2030, achieve the sustainable management and efficient use of natural resources.

12.5. By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

At **Ooredoo Qatar**, there is an ongoing initiative for converting GSM sites powered by diesel generators to Kahramaa supply (Grid Electricity). This initiative is expected to reduce energy consumption and consequent carbon emissions.

Ooredoo Kuwait worked towards fulfilling its commitment to human rights and sustainable living and collaborated with the Office of the Coordination of Humanitarian Affairs (UN OCHA) to launch the "The Human Race" campaign which aims to raise public awareness of the need for solidarity with people most affected by the impacts of the climate emergency.

Ooredoo Tunisia secured ISO 50001 Energy Management Certification and deployed a radio energy saving feature and network modernisation. Non-traficant network node is also turned off. In addition, site infrastructure was redesigned via energy optimisation.

At **Ooredoo Maldives**, all electrical appliances are equipped with inverters to reduce energy consumption. In addition, green practices are in place via the introduction of e-Bills and the installation of eco-friendly lighting within the office building.

Kuwait Ooredoo installed motion detectors for the lighting control system to reduce energy consumption.

Ooredoo Qatar and **Asiacell** replaced conventional lamps with LED lamps at various Ooredoo facilities which brought about energy consumption savings.

At Ooredoo Palestine, paper shredders with 20-tonne capacity are in use for recycling purposes.

Algeria Ooredoo set up recycling bins for bottle caps across Algeria for the benefit of a local NGO supporting "Children of the Moon".

Ooredoo Myanmar downsized simcards, thus reducing total plastic waste. Ooredoo Myanmar also replaced generators with grid power, solar and battery backup to save hydrocarbon utilisation, prevent pollution and reduce cost.

Ooredoo Maldives completely digitised all internal processes, eliminating the need for paper use and printing within the workplace.

More details on the quantitative ESG data are available in the website version of this report on http://ore.do/a8vus

ESG Performance Indicators

The level of detail of disclosed data varies by individual Operating Companies as some KPIs have not been tracked yet or relevant data is not available in some operations. We are committed to advance our data collection process by consolidating and tracking more information in future.

1. ESG Performance Indicators – Environmental

Energy and Emissions

Qatar

Energy	Unit	2019	2020	2021
Energy intensity	GJ/workforce	638	741	**733**
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	437,532	442,141	**480,907**
Indirect energy consumption (electricity)	GJ	397,573	470,574	**405,921**
Amount of renewable energy generated	GJ	2	2	**2**
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	n/a	n/a	**3,842**
GHGs	**Unit**	**2019**	**2020**	**2021**
Total GHG emissions	tCO_2	93,710	102,772	**95,477**
GHG intensity	GHG/workforce	71.6	83.4	**78.9**
Direct GHG emissions (scope 1)	tCO_2	34,184	32,317	**34,702**
Indirect GHG emissions (scope 2)	tCO_2	59,526	70,455	**60,775**

Algeria

Energy	Unit	2019	2020	2021
Energy intensity	KWh/workforce	6,237	5,677	**24,120**
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	KWh	32,220	33,407	**26,392**
Indirect energy consumption (electricity)	KWh	18,098,789	16,831,874	**64,952,375**
GHGs	**Unit**	**2019**	**2020**	**2021**
Total GHG emissions	$t\ CO_2$	3.96	3.61	**15.34**
GHG Intensity	GHG/Workforce	11,519	10,713	**41,316**
Direct GHG emissions (scope 1)	$t\ CO_2$	7.99	8.28	**6.54**
Indirect GHG emissions (scope 2)	$t\ CO_2$	11,511	10,705	**41,310**

Indirect energy consumption values updated for 2021 in Ooredoo Algeria including data centres and network sites power consumption.

Iraq

Energy	Unit	2019	2020	2021
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	liters	52,892,753	55,560,000	**62,000,000**
Indirect energy consumption (electricity)	KWh	65,181,394	67,325,536	**81,942,318**
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	liters	2,527,246	2,567,247	**5,726,032**
GHGs	**Unit**	**2019**	**2020**	**2021**
Total GHG emissions	$t\ CO_2$	187,979	196,682	**224,105**
Direct GHG emissions (scope 1)	$t\ CO_2$	143,720	150,968	**168,467**
Indirect GHG emissions (scope 2)	$t\ CO_2$	44,258	45,714	**55,639**
GHG intensity	GHG/Workforce	56.25	60.28	**77.44**

Kuwait

Energy	Unit	2019	2020	2021
Energy intensity	GJ/workforce	725	792	**881**
Indirect energy consumption (electricity) /Data Centers + 60 sites	KW	3,429,412	3,736,986	**3,621,362**
Indirect energy consumption (electricity) /HQ	KW	17,857,450	10,738,300	**19,800,000**
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	liters	8,060,124	8,652,672	**8,552,064**
GHGs	**Unit**	**2019**	**2020**	**2021**
Total GHG emissions	$t\ CO_2$	24,578	26,427	**26,064**
GHG intensity	GHG/workforce	54	59	**65**
Direct GHG emissions (scope 1)	$t\ CO_2$	21,901	23,511	**23,238**
Indirect GHG emissions (scope 2)	$t\ CO_2$	2,677	2,916	**2,826**

Information provided by OKW for indirect GHG emissions (scope 2) includes power consumption from its SBA Data Centre, Headquarter Building, and 60 sites. OKW was not able to include the remaining sites (approx. 2,240 sites) in this figure, as their power consumption data is not available due to electricity fees being included within the rental price.

Maldives

Energy	Unit	2019	2020	2021
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	liters	888,552	1,070,668	**1,212,000**
Indirect energy consumption (electricity)	GJ	4,739	4,884	**4,931**
Amount of renewable energy generated	GJ	6,221	6,221	**6,221**
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	6,221	6,221	**6,221**
GHGs	**Unit**	**2019**	**2020**	**2021**
Total GHG emissions	$t\ CO_2$	3,191	3,672	**4,014**
Direct GHG emissions (scope 1)	$t\ CO_2$	2,154	2,603	**2,935**
Indirect GHG emissions (scope 2)	$t\ CO_2$	1,037	1,069	**1,079**
GHG intensity	GHG/Workforce	7	8	**8**

Myanmar

Energy	Unit	2019	2020	2021
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	liters	26,157,019	25,698,930	**23,425,530**
Indirect energy consumption (electricity)	KWh	66,274,473	73,025,009	**31,234,012**
GHGs	**Unit**	**2019**	**2020**	**2021**
Total GHG emissions	$t\ CO_2$	97,239	98,659	**75,983**
Direct GHG emissions (scope 1)	$t\ CO_2$	71,074	69,829	**63,652**
Indirect GHG emissions (scope 2)	$t\ CO_2$	26,165	28,830	**12,331**
GHG intensity	GHG/Workforce	105	116	**89**

Oman

Energy	Unit	2019	2020	2021
Energy intensity	GJ/workforce	469	494	**615**
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	liters (Diesel)	2,122,012	2,456,917	**2,519,834**
Indirect energy consumption (electricity)	KWh	105,215,950	105,307,718	**134,634,523**
GHGs	**Unit**	**2019**	**2020**	**2021**
Total GHG emissions	t CO_2	77,208	78,180	**98,264**
GHG intensity	GHG/Workforce	78.30	81.18	**103.44**
Direct GHG emissions (scope 1)	t CO_2	5,766	6,676	**6,847**
Indirect GHG emissions (scope 2)	t CO_2	71,442	71,504	**91,417**

Palestine

Energy	Unit	2019	2020	2021
Energy intensity	GJ/workforce	75	98	**67**
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	liters	802,393	1,374,066	**891,048**
Indirect energy consumption (electricity)	KWh	2,402,623	1,791,756	**1,870,174**
GHGs	**Unit**	**2019**	**2020**	**2021**
Total GHG emissions	t CO_2	3,874	4,997	**3,740**
GHG intensity	GHG/Workforce	7	8	**6**
Direct GHG emissions (scope 1)	t CO_2	2,180	3,734	**2,421**
Indirect GHG emissions (scope 2)	t CO_2	1,694	1,263	**1,318**

Tunisia

Energy	Unit	2019	2020	2021
Energy intensity	GJ/workforce	179	166	**212**
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	28,613	20,960	**20,720**
Indirect energy consumption (electricity)	GJ	260,866	243,837	**295,883**
Amount of renewable energy generated	GJ	1039	1039	**1039**
Renewable Energy Intensity	GJ/workforce	0.6	0.7	**0.7**
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	475	6,016	**5,719**
GHGs	**Unit**	**2019**	**2020**	**2021**
Total GHG emissions	t CO_2	42,082	38,937	**46,925**
GHG intensity	GHG/Workforce	26.1	24.5	**31.5**
Direct GHG emissions (scope 1)	t CO_2	1,965	1,439	**1,423**
Indirect GHG emissions (scope 2)	t CO_2	40,117	37,498	**45,502**

GHG Emissions were estimated using the greenhouse gas protocol calculation tool designed and built by Anthesis group. The GHG Emissions Calculation Tool | Greenhouse Gas Protocol (ghgprotocol.org)

Document: GHG Emissions Calculation Tool_0.xlsx (live.com)

Emission factors were customized (for most of the countries) according to the Institute for Global Environmental Strategies (2021), List of Grid Emission Factors, version 10.11. Available at: https://pub.iges.or.jp/pub/iges-list-grid-emission-factors

The emission factor for Qatar was taken from the report from Arab Youth Climate Movement Qatar that covers emissions factors and sources for all the sectors in the Qatari Household carbon footprint. Householdcarbonfootprint-EF-document.pdf (aycmqatar.org)

Full conversion factors to kWh and CO_2 were based on Greenhouse gas reporting: conversion factors 2021 - GOV.UK (www.gov.uk)

Document: conversion-factors-2021-condensed-set-most-users.xls (live.com)

Ooredoo Group may perform changes in the future to improve the accuracy of the estimation as part of our continuous improvement process if more effective methods or enhancement for GHG emissions calculation can be identified.

Water and Waste

Qatar

Water	Unit	2019	2020	2021
Fresh water used -purchased	m³	79,205	90,691	**86,559**
Water Intensity	m³/workforce	60.5	73.6	**71.5**
Waste	**Unit**	**2019**	**2020**	**2021**
Total hazardous waste disposed	Tonnes	123.3	137.4	**145.7**
Total non-hazardous waste disposed	Tonnes	5.9	13.2	**14.6**
Percentage of hazardous waste recycled	%	65%	69%	**67%**
Percentage of non-hazardous waste recycled	%	73%	87%	**81%**
Total waste recycled	Tonnes	84.4	108.2	**109.7**

Algeria

Water	Unit	2019	2020	2021
Fresh water used -purchased	m³	14,137	16,640	**16,964**
Water Intensity	m³/workforce	5	6	**6**
Waste	**Unit**	**2019**	**2020**	**2021**
Total hazardous waste disposed	Tonnes	92	12	**13.5**
Total non-hazardous waste disposed	Tonnes	n/a	n/a	**900**
Percentage of hazardous waste recycled	%	n/a	n/a	**0.01%**
Percentage of non-hazardous waste recycled	%	n/a	n/a	**0%**

Indonesia

Water	Unit	2019	2020	2021
Percentage of offices ISO 14001 certified	%	n/a	n/a	**25%**
Fresh water used -purchased	m³	n/a	n/a	**31,799**
Water Intensity	m³/workforce	n/a	n/a	**14.6**

Kuwait

Water	Unit	2019	2020	2021
Fresh water used -purchased	m³	17,558	13,752	**19,303**
Waste	**Unit**	**2019**	**2020**	**2021**
Total non-hazardous waste disposed	Tonnes	116	60	**85**
Percentage of non-hazardous waste recycled	%	60%	40%	**50%**

Oman

Water	Unit	2019	2020	2021
Fresh water used -purchased	m³	n/a	n/a	**767**
Fresh water used - company generated	m³	n/a	n/a	**32**
Water Intensity	m³/workforce	n/a	n/a	**0.8**
Waste	**Unit**	**2019**	**2020**	**2021**
Total hazardous waste disposed	Tonnes	n/a	n/a	**0.02**
Total non-hazardous waste disposed	Tonnes	32	29	**29**
Percentage of hazardous waste recycled	%	n/a	n/a	**8%**
Percentage of non-hazardous waste recycled	%	34.8	36	**36.5**
Total waste recycled	Tonnes	n/a	n/a	**3**

Tunisia

Water	Unit	2019	2020	2021
Fresh water used -purchased	m³	23,537	15,887	**20,796**
Water Intensity	m³/workforce	14.6	10	**14**
Waste	**Unit**	**2019**	**2020**	**2021**
Total hazardous waste disposed	Tonnes	n/a	n/a	
Total non-hazardous waste disposed	Tonnes	34.5	26.5	
Percentage of hazardous waste recycled	%	n/a	n/a	
Percentage of non-hazardous waste recycled	%	87%	26%	
Total waste recycled	Tonnes	n/a	n/a	

2. ESG Performance Indicators – Social

Qatar

Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	1,309	1,232	**1,210**
Full-time employees	Number	1,309	1,232	**1,210**
Part-time employees	Number	0	0	**0**
New employee hires (males)	Number	55	13	**48**
New employee hires (females)	Number	24	4	**14**
Total of new employess hires	Number	79	17	**62**
Number of employees returned to work after Parental leave	Number	26	13	**26**
Workforce by age 18-30	Number	136	112	**110**
Workforce by age 31-40	Number	522	464	**425**
Workforce by age 41+	Number	651	656	**675**

Algeria

Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	2,907	2,971	**2,694**
Full-time employees	Number	2,852	2,906	**2,648**
Part-time employees	Number	55	65	**46**
New employee hires (males)	Number	182	120	**32**
New employee hires (females)	Number	114	54	**16**
Total of new employees hires	Number	296	174	**48**
Workforce by age 18-30	Number	709	661	**357**
Workforce by age 31-40	Number	1,539	1,536	**1,395**
Workforce by age 41+	Number	659	774	**942**

Kuwait

Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	456	448	**398**
Full-time employees	Number	455	447	**397**
Part-time employees	Number	1	1	**1**
New employee hires (males)	Number			**37**
New employee hires (females)	Number			**9**
Total of new employee hires	Number	-	-	**46**
Workforce by age 18-30	Number	47	38	**34**
Workforce by age 31-40	Number	213	206	**184**
Workforce by age 41+	Number	196	204	**180**

Indonesia

Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	2,830	2,258	**2,171**
Full-time employees	Number	2,830	2,258	**2,171**
Workforce by age 18-30	Number	308	237	**168**
Workforce by age 31-40	Number	980	809	**802**
Workforce by age 41+	Number	1,542	1,212	**1,201**

Iraq

Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	3,342	3,263	**2,894**
Full-time employees	Number	2,990	2,904	**2,814**
Part-time employees	Number	352	359	**80**
New employee hires (males)	Number	437	142	**88**
New employee hires (females)	Number	121	86	**26**
Total of new employees hires	Number	558	228	**114**
Total Parental leaves	Number	227	129	**169**
Total Number of employees returned to work after Parental leave	Number	214	121	**158**
Workforce by age 18-30	Number	1,026	857	**546**
Workforce by age 31-40	Number	1,372	1,367	**1,289**
Workforce by age 41+	Number	944	1,039	**1,059**

Maldives

Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	475	478	**473**
Full-time employees	Number	370	367	**365**
Part-time employees	Number	105	111	**108**
New employee hires (males)	Number	65	52	**101**
New employee hires (females)	Number	44	23	**46**
Total of new employees hires	Number	109	75	**147**
Total Parental leaves	Number	9	12	**14**
Total Number of employees returned to work after Parental leave	Number	9	12	**14**
Workforce by age 18-30	Number	259	238	**215**
Workforce by age 31-40	Number	158	183	**194**
Workforce by age 41+	Number	58	57	**64**

Myanmar

Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	928	852	**850**
Full-time employees	Number	928	852	**850**
Part-time employees	Number	-	-	**–**
New employee hires (males)	Number	110	136	**25**
New employee hires (females)	Number	87	61	**5**
Total of new employees hires	Number	197	197	**30**
Total Parental leaves	Number	41	35	**34**
Total Number of employees returned to work after Parental leave	Number	41	35	**34**
Workforce by age 18-30	Number	439	403	**291**
Workforce by age 31-40	Number	317	352	**405**
Workforce by age 41+	Number	56	66	**92**

Oman

Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	986	963	**950**
Full-time employees	Number	986	963	**950**
Workforce by age 18-30	Number	154	120	**103**
Workforce by age 31-40	Number	607	579	**572**
Workforce by age 41+	Number	225	264	**275**

Palestine

Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	534	619	**622**
Full-time employees	Number	534	512	**522**
Part-time employees	Number	-	107	**100**
New employee hires (males)	Number	58	29	**42**
New employee hires (females)	Number	26	9	**23**
Total of new employees hires	Number	84	38	**65**
Workforce by age 18-30	Number	223	305	**309**
Workforce by age 31-40	Number	275	274	**272**
Workforce by age 41+	Number	36	40	**41**

Tunisia

Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	1,615	1,591	**1,490**
Full-time employees	Number	1,486	1,466	**1,330**
Part-time employees	Number	129	125	**160**
New employee hires (males)	Number	69	25	**18**
New employee hires (females)	Number	40	17	**11**
Total of new employess hires	Number	109	42	**29**
Workforce by age 18-30	Number	163	136	**113**
Workforce by age 31-40	Number	707.5	626	**485**
Workforce by age 41+	Number	744	829	**892**

Qatar

Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	2.9%	5%	**2.9%**
Total number of employees who left the organisation	Number	38	61	**35**

Algeria

Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	19.6%	5%	**6.7%**
Total number of employees who left the organisation	Number	257	135	**349**

Indonesia

Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	4.5%	1.9%	**2.7%**
Total number of employees who left the organisation	Number	126	47	**59**

Iraq

Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	7.6%	6.6%	**7%**
Total number of employees who left the organisation	Number	227	217	**483**

Kuwait

Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	19.7%	12.7%	**24.9%**
Total number of employees who left the organisation	Number	40	60	**99**

Myanmar

Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	2%	3%	**7%**
Total number of employees who left the organisation	Number	21	28	**87**

Maldives

Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	4%	4%	**8%**
Total number of employees who left the organisation	Number	16	10	**26**

Oman

Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	2%	3%	**3%**
Total number of employees who left the organisation	Number	21	28	**32**

Palestine

Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	0.9%	0.3%	**2.3%**
Total number of employees who left the organisation	Number	57	57	**42**

Tunisia

Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	5.6%	3.4%	**14.5%**
Total number of employees who left the organisation	Number	94	56	**218**

Qatar

Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	80%	80%	**80%**

Algeria

Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	n/a	49%	**61%**

Indonesia

Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	n/a	82%	**N/A**

Iraq

Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	50	53	**65**

Kuwait

Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	n/a	70%	**90%**

Maldives

Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	89%	87%	**89%**

Myanmar

Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement (ECHO)	(%)	n/a	51%	**72%**
Percentage of employee engagement (GPTW)	(%)	79%	81%	**n/a**

Oman

Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	71%	56%	**59%**

Tunisia

Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	80%	70%	**71%**

Qatar

Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	38	21	**9**
Number of these grievance addressed or resolved	Number	8	8	**8**

Kuwait

Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	11	n/a	**14**
Number of these grievance addressed or resolved	Number	3	n/a	**12**
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	n/a	n/a	**n/a**

Maldives

Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	1	0	**1**
Number of these grievance addressed or resolved	Number	1	0	**1**
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	**0**

Myanmar

Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	1	0	**0**
Number of these grievance addressed or resolved	Number	1	0	**0**
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	**0**

Oman

Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	n/a	7	**9**
Number of these grievance addressed or resolved	Number	n/a	7	**9**
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	n/a	7	**9**

Palestine

Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	18	5	**0**
Number of these grievance addressed or resolved	Number	18	5	**0**
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	3	5	**0**

Tunisia

Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	0	0	**-**
Number of these grievance addressed or resolved	Number	0	0	**-**
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	**-**

Qatar

Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	43.7%	47.7%	**42.5%**
Nationalisation rate among total workforce	(%)	41.1%	42.1%	**43.5%**

Algeria

Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	91%	92%	**90%**
Nationalisation rate among total workforce	(%)	99.7%	99.7%	**99.6%**

Indonesia

Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	65%	68%	**69%**
Nationalisation rate among total workforce	(%)	99%	99%	**99%**

Iraq

Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	67%	63%	**60%**
Nationalisation rate among total workforce	(%)	96%	96%	**95%**

Kuwait

Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	57%	60%	**57%**
Nationalisation rate among total workforce	(%)	52%	52%	**52%**

Maldives

Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	38%	33%	**47%**
Nationalisation rate among total workforce	(%)	93%	92%	**92%**

Myanmar

Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	24%	36%	**29%**
Nationalisation rate among total workforce	(%)	96%	97%	**94%**

Oman

Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	75%	78%	**86%**
Nationalisation rate among total workforce	(%)	92%	93%	**94%**

Palestine

Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	100%	100%	**100%**
Nationalisation rate among total workforce	(%)	100%	100%	**100%**

Tunisia

Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	97%	96%	**96%**
Nationalisation rate among total workforce	(%)	99.8%	99.8%	**99.8%**

Qatar

Female Employment	Unit	2019	2020	2021
Number of female employees	Number	329	307	**296**
Female employment rate (%)	(%)	25.1%	24.9%	**24.5%**
Females in senior management	Number	14	16	**16**
Ratio of the basic salary of women to men	(%)	106%	107%	**107%**
Ratio of the remuneration of women to men	(%)	95%	97%	**98%**

Algeria

Female Employment	Unit	2019	2020	2021
Number of female employees	Number	909	927	**833**
Female employment rate (%)	(%)	31%	31%	**31%**
Females in senior management	Number	16	19	**17**

Indonesia

Female Employment	Unit	2019	2020	2021
Number of female employees	Number	777	648	**637**
Female employment rate (%)	(%)	27%	2%	**29%**
Females in senior management	Number	8	9	**7**

Iraq

Female Employment	Unit	2019	2020	2021
Number of female employees	Number	591	632	**530**
Female employment rate (%)	(%)	18%	19%	**18%**
Females in senior management	Number	7	7	**7**
Remuneration of women to men	(%)	-	-	**16%**

Kuwait

Female Employment	Unit	2019	2020	2021
Number of female employees	Number	104	102	**92**
Female employment rate (%)	(%)	23%	23%	**23%**
Females in senior management	Number	1	1	**-**

Maldives

Female Employment	Unit	2019	2020	2021
Number of female employees	Number	153	154	**149**
Female employment rate (%)	(%)	32%	32%	**32%**
Females in senior management	Number	3	5	**6**

Myanmar

Female Employment	Unit	2019	2020	2021
Number of female employees	Number	387	385	**356**
Female employment rate (%)	(%)	48%	46%	**45%**
Females in senior management	Number	3	4	**5**
Ratio of the basic salary of women to men	(%)	88%	96%	**96%**
Remuneration of women to men	(%)	86%	84%	**86%**

Oman

Female Employment	Unit	2019	2020	2021
Number of female employees	Number	309	303	**308**
Female employment rate (%)	(%)	31%	31%	**32%**
Females in senior management	Number	1	2	**3**

Palestine

Female Employment	Unit	2019	2020	2021
Number of female employees	Number	106	139	**161**
Female employment rate (%)	(%)	20%	22%	**26%**
Females in senior management	Number	1	1	**1**
Ratio of the basic salary of women to men	(%)	76%	76%	**76%**
Remuneration of women to men	(%)	81%	81%	**81%**

Tunisia

Female Employment	Unit	2019	2020	2021
Number of female employees	Number	578	571	**561**
Female employment rate (%)	(%)	36%	36%	**38%**
Females in senior management	Number	12	14	**13**
Remuneration of women to men	(%)	36%	36%	**38%**

In many cases training was provided online rather than in person due to C19 restrictions, exact tracking of training hours and cost was not always available during the pandemic.”

Qatar

Training	Unit	2019	2020	2021
Average hours of training per employee	Number	16	4	**3**
Average hours of training per female employee	Number	18	4	**5**
Average hours of training per male employee	Number	15	4	**3**
Average hours of training per senior management employee	Number	5	14	**3**
Average hours of training per middle management employee	Number	12	3	**9**
Percentage of employees receiving regular performance and career development reviews	(%)	100%	100%	**100%**

Algeria

Training	Unit	2019	2020	2021
Average hours of training per employee	Number	21	22	**21**
Average hours of training per female employee	Number	18	24	**19**
Average hours of training per male employee	Number	22	21	**21**
Average hours of training per senior management employee	Number	23	24	**17**
Average hours of training per middle management employee	Number	19	18	**22**

Indonesia

Training	Unit	2019	2020	2021
Average hours of training per employee	Number	10	7	**19**
Average hours of training per female employee	Number	8	6	**18**
Average hours of training per male employee	Number	11	7	**19**
Average hours of training per senior management employee	Number	7	6	**1**
Average hours of training per middle management employee	Number	10	8	**17**

Iraq

Training	Unit	2019	2020	2021
Average hours of training per employee	Number	17	14	**18**
Average hours of training per female employee	Number	16	12	**16**
Average hours of training per male employee	Number	18	14	**18**
Average hours of training per senior management employee	Number	10	11	**15**
Average hours of training per middle management employee	Number	15	11	**16**

Kuwait

Training	Unit	2019	2020	2021
Average hours of training per employee	Number	4	12	**n/a**
Average hours of training per female employee	Number	6	15	**n/a**
Average hours of training per male employee	Number	3	12	**n/a**
Average hours of training per senior management employee	Number	12	12	**n/a**
Average hours of training per middle management employee	Number	13	12	**n/a**

Maldives

Training	Unit	2019	2020	2021
Average hours of training per employee	Number	19	19	**22**
Average hours of training per female employee	Number	24	7	**22**
Average hours of training per male employee	Number	17	25	**22**
Average hours of training per senior management employee	Number	16	11	**21**
Average hours of training per middle management employee	Number	26	27	**77**

Myanmar

Training	Unit	2019	2020	2021
Average hours of training per employee	Number	24	28	**23**
Average hours of training per female employee	Number	23	29	**31**
Average hours of training per male employee	Number	13	20	**13**
Average hours of training per senior management employee	Number	17	15	**19**
Average hours of training per middle management employee	Number	16	13	**18**
Percentage of employees receiving regular performance and career development reviews	(%)	100%	100%	**100%**

Oman

Training	Unit	2019	2020	2021
Average hours of training per employee	Number	18	23	**23**
Average hours of training per female employee	Number	20	22	**23**
Average hours of training per male employee	Number	18	23	**23**
Average hours of training per senior management employee	Number	17	22	**23**
Average hours of training per middle management employee	Number	20	21	**23**

Palestine

Training	Unit	2019	2020	2021
Average hours of training per employee	Number	15	22	**16**
Average hours of training per female employee	Number	15	26	**17**
Average hours of training per male employee	Number	15	21	**18**
Average hours of training per senior management employee	Number	15	0	**11**
Average hours of training per middle management employee	Number	18	7	**20**

Tunisia

Training	Unit	2019	2020	2021
Average hours of training per employee	Number	24	18	**12**
Average hours of training per female employee	Number	23	18	**9**
Average hours of training per male employee	Number	25	18	**9**
Average hours of training per senior management employee	Number	20	9	**10**
Average hours of training per middle management employee	Number	27	23	**9**

Qatar

Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	2,764,608	2,601,984	**2,555,520**
Work hours (contractors)	Hours	3,043,392	3,206,016	**2,640,000**
Employee fatalities	Number	0	0	**0**
Contractor fatalities	Number	0	0	**0**
Employee lost time injuries	Number	0	0	**0**
Contractor lost time injuries	Number	1	0	**0**
Employee total recordable injuries	Number	0	0	**0**
Contractor total recordable injuries	Number	1	1	**0**
Employee accident frequency rates (%)	%	0	0	**0**
Contractor accident frequency rates (%)	%	0.07	0.06	**0**
Employee lost-day rate (%)	%	0	0	**0**
Contractor lost-day rate (%)	%	0.07	0	**0**
Heat stress events	Number	0	0	**0**
Total hours of H&S training provided to employees	Hours	1,836	270	**83**
Average hours of H&S training per year per employee	Hours	1.4	0.2	**0.1**
Average hours of H&S training per employee for nationals	Hours	3.3	0.5	**0.2**
Total cost of HSE training	QR	130,200	8,100	**n/a**
Number of Workers covered by an Occupational Health and Safety management system	Number	2,750	2,750	**2,460**

Algeria

Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	5,581,440	5,658,240	**5,591,968**
Employee fatalities	Number	-	-	**-**
Employee lost time injuries	Number	1,570	822	**550**
Employee total recordable injuries	Number	33	13	**11**
Employee accident frequency rates (%)	%	0.1	0	**0%**
Employee lost-day rate (%)	%	0.6	0.3	**49%**
Heat stress events	Number	-	-	**-**
Total hours of H&S training provided to employees	Hours	5,298	n/a	**n/a**
Average hours of H&S training per year per employee	Hours	1.8	n/a	**n/a**
Average hours of H&S training per employee for nationals	Hours	1.8	n/a	**n/a**
Total cost of HSE training	DZD	2,370,288	2,558,462	**4,190,192**

Indonesia

Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	5,478,880	4,371,488	**4,330,000**
Work hours (contractors)	Hours	2,112	2,112	**n/a**
Employee fatalities	Number	0	0	**0**
Contractor fatalities	Number	0	0	**0**
Employee lost time injuries	Number	0	0	**0**
Contractor lost time injuries	Number	0	0	**0**
Employee total recordable injuries	Number	2	0	**0**
Contractor total recordable injuries	Number	0	0	**0**
Employee accident frequency rates (%)	%	0.34%	0	**0**
Contractor accident frequency rates (%)	%	0	0	**0**
Employee lost-day rate (%)	%	3.4%	0	**0**
Contractor lost-day rate (%)	%	0	0	**0**
Heat stress events	Number	0	0	**0**
Total hours of H&S training provided to employees	Hours	952	768	**2,088**
Average hours of H&S training per year per employee	Hours	0.6	34.4	**38.7**
Total cost of HSE training	IDR	37,200,000	83,251,500	**187,500,000**

Iraq

Health and Safety Overview	Unit	2019	2020	2021
Employee lost time injuries	Number	n/a	n/a	**5**
Employee total recordable injuries	Number	n/a	n/a	**5**
Employee lost-day rate (%)	%	n/a	n/a	**n/a**
Total hours of H&S training provided to employees	Hours	n/a	n/a	**120**

Kuwait

Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	763,679	798,295	**700,480**
Employee total recordable injuries	Number	6	7	**0**

Maldives

Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	960,783	983,963	**693,154**
Work hours (contractors)	Hours	258,000	173,000	**181,944**
Employee fatalities	Number	0	0	**0**
Contractor fatalities	Number	0	0	**1**
Employee lost time injuries	Number	0	0	**0**
Contractor lost time injuries	Number	0	0	**0**
Employee total recordable injuries	Number	0	0	**0**
Contractor total recordable injuries	Number	0	0	**0**
Employee accident frequency rates (%)	%	0%	0%	**0%**
Contractor accident frequency rates (%)	%	0%	0%	**0%**
Employee lost-day rate (%)	%	0%	0%	**0%**
Contractor lost-day rate (%)	%	0%	0%	**0%**
Heat stress events	Number	0	0	**0**

Myanmar

Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	2,013,760	2,036,080	**1,966,848**
Work hours (contractors)	Hours	n/a	n/a	**n/a**
Employee fatalities	Number	0	0	**0**
Contractor fatalities	Number	n/a	n/a	**n/a**
Employee lost time injuries	Number	0	0	**0%**
Contractor lost time injuries	Number	n/a	n/a	**0%**
Employee total recordable injuries	Number	0	0	**0%**
Contractor total recordable injuries	Number	n/a	n/a	**0%**
Employee accident frequency rates (%)	%	0%	0%	**0%**
Contractor accident frequency rates (%)	%	n/a	n/a	**0%**
Employee lost-day rate (%)	%	0%	0%	**0%**
Contractor lost-day rate (%)	%	n/a	n/a	**0%**
Heat stress events	Number	0	0	**0%**
Number of workers covered by an occupational health and safety management system	Number	812	821	**788**

Oman

Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	1,848	1,848	**2,532**
Work hours (contractors)	Hours	2,112	2,112	**2,453**
Employee fatalities	Number	0	0	**0**
Contractor fatalities	Number	0	0	**0**
Employee lost time injuries	Number	0	0	**0**
Contractor lost time injuries	Number	0	0	**0**
Employee total recordable injuries	Number	0	0	**0**
Contractor total recordable injuries	Number	0	0	**0**
Employee accident frequency rates (%)	%	0	0	**5**
Contractor accident frequency rates (%)	%	0	0	**0**
Employee lost-day rate (%)	%	0	0	**0**
Contractor lost-day rate (%)	%	0	0	**7**
Heat stress events	Number	0	0	**0**
Number of workers covered by an occupational health and safety management system	Number			**76**
Total hours of H&S training provided to employees	Hours	493	493	**503**
Average hours of H&S training per year per employee	Hours	0.5	0.5	**0.4**
Average hours of H&S training per employee for nationals	Hours	1	1	**1**
Total cost of HSE training	OMR	30,000	30,000	**25,000**

Palestine

Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	1,046,640	1,003,520	**1,010,552**
Work hours (contractors)	Hours	246,960	209,720	**218,831**
Employee fatalities	Number	0	0	**0%**
Contractor fatalities	Number	0	0	**0%**
Total hours of H&S training provided to employees	Hours	25	0	**0%**
Average hours of H&S training per year per employee	Hours	0.05	0	**0%**
Total cost of HSE training	IRD	1,600	0	**0%**

Tunisia

Health and Safety Overview	Unit	2019	2020	2021
Employee fatalities	Number	0	2	**1**
Employee lost time injuries	Number	0	10	**0**
Employee total recordable injuries	Number	0	1	**0%**
Employee accident frequency rates (%)	%	0%	0%	**0%**
Employee lost-day rate (%)	%	0%	1%	**0%**
Total hours of H&S training provided to employees	Hours	990	96	**128**
Average hours of H&S training per year per employee	Hours	14.5	12	**16**
Average hours of H&S training per employee for nationals	Hours	14.5	12	**16**
Total cost of HSE training	TND	3,073,662	352,941	**1,950**

Qatar

Community Development	Unit	2019	2020	2021
Total value of community investments	QR M	93.1	76.6	**56.7**
Total amount invested in the community as a percentage of revenues	%	1.3%	1.1%	**0.8%**
Total number of local community development programmes based on local community needs	Number	10	14	**8**
Community investments as a percentage of pre-tax profit	%	4.5%	4%	**2.6%**
Operations with significant actual or potential negative impacts on local communities	Number	-	-	**-**
Total number of employee volunteering hours	Number	24	144	**121**

Algeria

Community Development	Unit	2019	2020	2021
Total value of community investments	kDZD	29,489	77,939	**75,929**
Total amount invested in the community as a percentage of revenues	%	0%	0.1%	**0.1%**
Total number of employee volunteering hours	Number	1,460	n/a	**n/a**

Indonesia

Community Development	Unit	2019	2020	2021
Total value of community investments	IDR million	15,678	147,534	**19,770**
Total amount invested in the community as a percentage of revenues	%	0.1%	0.5%	**0.1%**
Total number of local community development programmes based on local community needs	Number	12	19	**17**
Community investments as a percentage of pre-tax profit	%	1%	-25%	**0.26%**
Total number of employee volunteering hours	Number	n/a	51	**474**

Iraq

Community Development	Unit	2019	2020	2021
Total value of community investments	USD	3,946,702	1,760,874	**1,902,297**
Total amount invested in the community as a percentage of revenues	%	0.31%	0.16%	**0.20%**
Total number of local community development programmes based on local community needs	Number	45	33	**46**
Community investments as a percentage of pre-tax profit	%	2.15%	0.95%	**0.87%**
Operations with significant actual or potential negative impacts on local communities	Number	-	-	**n/a**

Maldives

Community Development	Unit	2019	2020	2021
Total value of community investments	QR	500,866.2	1,087,899	**835,056.4**
Total number of local community development programmes based on local community needs	Number	52	24	**47**
Community investments as a percentage of pretax profit	%	0.3%	1%	**0.8%**

Myanmar

Community Development	Unit	2019	2020	2021
Total value of community investments	USD	668,462	2,727,140	**4,746,096**
Total number of local community development programmes based on local community needs	Number	30	36	**58**
Total number of employee volunteering hours	Number	7,280	480	**553**

Oman

Community Development	Unit	2019	2020	2021
Total value of community investments	OMR	195,000	284,000	**123,317**
Total amount invested in the community as a percentage of revenues	%	0.1	0.1	**0.1**
Total number of local community development programmes based on local community needs	Number	5	6	**7**
Community investments as a percentage of pre-tax profit	%	0.6	1.3	**1.6**
Operations with significant actual or potential negative impacts on local communities	Number	-	-	**-**
Total number of employee volunteering hours	Number	1,000	900	**900**

Palestine

Community Development	Unit	2019	2020	2021
Total value of community investments	USD ('000)	343	362	**557**
Total amount invested in the community as a percentage of revenues	%	0	0	**-**
Total number of local community development programmes based on local community needs	Number	107	41	**68**
Community investments as a percentage of pre-tax profit	%	0.3	0	**0.1**
Total number of employee volunteering hours	Number	210	130	**120**

Tunisia

Community Development	Unit	2019	2020	2021
Total value of community investments	TND	n/a	n/a	**100,000**
Total number of local community development programmes based on local community needs	Number	n/a	2	**10**
Operations with significant actual or potential negative impacts on local communities	Number	n/a	2	**0**
Total number of employee volunteering hours	Number	n/a	20	**100**

Qatar

Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	57%	50%	**55%**
Percentage of locally based suppliers	%	63%	65%	**65%**

Algeria

Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	53%	58%	**60%**
Percentage of locally based suppliers	%	81%	82%	**81%**

Indonesia

Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	97%	99%	**99%**
Percentage of locally based suppliers	%	94%	94%	**94%**

Kuwait

Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	93%	72%	**63%**
Number of locally based suppliers	Number	320	343	**352**

Maldives

Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	79%	48%	**21%**
Number of locally based suppliers	Number	95	95	**77**

Oman

Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	69%	67%	**53%**
Percentage of locally based suppliers	%	70%	65%	**65%**

Palestine

Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	30%	42%	**28%**
Percentage of locally based suppliers	%	84%	72%	**83%**

Tunisia

Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	62%	58%	**60%**
Percentage of locally based suppliers	%	86%	84%	**84%**

3. ESG Performance Indicators – Governance

Qatar

Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	**yes**
Male members of the Board of Directors	Number	10	10	**10**
Female members of the Board of Directors	Number	0	0	**0**
Percentage of Board seats occupied by women	%	0%	0%	**0%**
Percentage of board independence	%	40%	40%	**40%**

Algeria

Board Details	Unit	2019	2020	2021
Chairman's level of independence	Y/N	yes	yes	**yes**
Male members of the Board of Directors	Number	6	6	**6**
Female members of the Board of Directors	Number	0	0	**0**
Percentage of Board seats occupied by women	%	0%	0%	**0%**

Indonesia

Board Details	Unit	2019	2020	2021
Chairman's level of independence	Y/N	yes	yes	**yes**
Male members of the Board of Directors	Number	5	5	**5**
Female members of the Board of Directors	Number	0	0	**0**
Percentage of Board seats occupied by women	%	0%	0%	**0%**

Iraq

Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	**yes**
Male members of the Board of Directors	Number	9	9	**9**
Female members of the Board of Directors	Number	0	0	**0**
Percentage of Board seats occupied by women	%	0%	0%	**0%**

Kuwait

Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	**yes**
Male members of the Board of Directors	Number	6	7	**100%**
Female members of the Board of Directors	Number	1	1	**0%**
Percentage of Board seats occupied by women	%	14%	14%	**16%**

Maldives

Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	**yes**
Male members of the Board of Directors	Number	7	6	**4**
Female members of the Board of Directors	Number	1	2	**4**
Percentage of Board seats occupied by women	%	12.5%	25%	**50%**
Percentage of board independence	%	62.5%	62.5%	**62.5%**

Myanmar

Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	**yes**
Male members of the Board of Directors	Number	5	6	**6**
Female members of the Board of Directors	Number	0	0	**0**
Percentage of Board seats occupied by women	%	0%	0%	**0%**
Percentage of board independence	%	17%	17%	**20%**

Oman

Board Details	Unit	2019	2020	2021
Chairman's level of independence	Y/N	No	No	**No**
Male members of the Board of Directors	Number	8	9	**9**
Female members of the Board of Directors	Number	1	-	**-**
Percentage of Board seats occupied by women	%	11.1%	-	**-**
Percentage of board independence	%	33.3%	33.3%	**33.3%**

Palestine

Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	**yes**
Male members of the Board of Directors	Number	7	7	**7**
Female members of the Board of Directors	Number	0	0	**0**
Percentage of Board seats occupied by women	%	0%	0%	**0%**

Tunisia

Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	**yes**
Male members of the Board of Directors	Number	7	8	**8**
Female members of the Board of Directors	Number	-	-	**-**
Percentage of Board seats occupied by women	%	0%	0%	**0%**

Information regarding answered and solved customer complaints has not been tracked for some OpCos due to the data limitations

Qatar

Customers	Unit	2019	2020	2021
Customer satisfaction results	%	88%	82%	**81%**
Number of customer complaints	Number	408,179	399,523	**324,049**
Percentage of customer complaints that were answered	%	100%	100%	**99.6%**
Percentage of customer complaints that were solved	%	100%	100%	**99.6%**

Algeria

Customers	Unit	2019	2020	2021
Customer satisfaction results	%	88%	78%	**76%**
Number of customer complaints	Number	1,833,766	1,590,177	**1,629,805**
Percentage of customer complaints that were answered	%	100%	100%	**100%**
Percentage of customer complaints that were solved	%	94%	96%	**95%**

Indonesia

Customers	Unit	2019	2020	2021
Customer satisfaction results	%	n/a	80%	**n/a**
Number of customer complaints	Number	1,424,626	850,545	**n/a**

Iraq

Customers	Unit	2019	2020	2021
Customer satisfaction results	%	54%	55%	**51%**
Number of customer complaints	Number	414,069	573,453	**150,972**

Kuwait

Customers	Unit	2019	2020	2021
Customer satisfaction results	%	88%	86%	**82%**
Number of customer complaints	Number	149,685	73,326	**61,212**
Percentage of customer complaints that were answered	%	100%	100%	**100%**

Maldives

Customers	Unit	2019	2020	2021
Customer satisfaction results	%	83%	82%	**81%**
Number of customer complaints	Number	24,363	30,300	**25,267**
Percentage of customer complaints that were answered	%	100%	100%	**100%**
Percentage of customer complaints that were solved	%	100%	100%	**100%**

Myanmar

Customers	Unit	2019	2020	2021
Customer satisfaction results	%	86%	85%	**81%**
Number of customer complaints	Number	77,442	100,669	**80,641**
Percentage of customer complaints that were answered	%	100%	100%	**100%**
Percentage of customer complaints that were solved	%	100%	100%	**100%**

Oman

Customers	Unit	2019	2020	2021
Customer satisfaction results	%	84%	74%	**72%**
Number of customer complaints	Number	152,556	210,520	**175,102**
Percentage of customer complaints that were answered	%	100%	100%	**100%**
Percentage of customer complaints that were solved	%	80%	82%	**82%**

Tunisia

Customers	Unit	2019	2020	2021
Customer satisfaction results	%	83%	72%	**71%**
Number of customer complaints	Number	410,266	307,793	**303,389**

Section 4

Corporate Governance Report

We aim to be a leader in corporate governance and ethical business conduct by supporting best practices and ensuring accountability to our stakeholders.

Corporate Governance Report

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

Faisal Bin Thani Al Thani
Chairman of the Board

1. Ooredoo Values and Corporate Governance Philosophy

Ooredoo's commitment to good governance and ethical business practices provides the foundation for the company as it continues to grow and diversify. The performance of its operations during the COVID-19 pandemic has strengthened Ooredoo's reputation for excellence and integrity.

Maintaining this reputation is a primary responsibility for the Board and management, recognising that good corporate governance practices contribute to the creation, maintenance and increase of shareholder value. This includes a commitment to the highest standards of corporate governance, by regularly reviewing the governance structures and practices in place to ensure their effectiveness and consistency with local and international developments.

The Board of Directors abides by the provisions and principles set out in the Commercial Companies Law number 11 for 2015 and its amendments in Law No. (8) for 2021, and the Corporate Governance Code for Companies and Legal Entities listed on the main market issued by Qatar Financial Markets Authority and other relevant laws and regulations set by QFMA, taking these into consideration when drafting laws and regulations of the company. As an example of its approach, Ooredoo Group was a winner in the World Finance Corporate Governance Awards 2021, which recognised the important work the company does to guarantee its team consistently incorporates the latest policies and practices.

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

1. Updating and improving the company's articles of association.
2. Updating and improving governance policies and procedures guides.
3. Updating and implementation of the board's and sub-committees' charters.
4. Implementation of best practices adopted in the State of Qatar.
5. Updating and improving internal procedures, policies and processes.

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

2. Role and Responsibilities of the Board of Directors

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

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

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

- **Vision and strategy:** determining and refining the Group vision and objectives, as well as those of Ooredoo, which are the foundation for all the actions and decisions of the Board and management.
- **Management oversight:** appointing the CEO, establishing his duties and powers, assessing his performance and determining his remuneration; nominating the Board members and the key officers of Ooredoo and its Group.
- **Financial and investment:** reviewing and approving reports and accounts and overseeing the Group and Ooredoo financial positions.
- **Governance and compliance:** preparing and adopting the corporate governance rules for Ooredoo and establishing guidelines for the governance of the Group.
- **Communication with stakeholders:** overseeing shareholder reporting and communications.
- **Annual training:** approving the annual plan of training and education in the Company that includes programs introducing the Company, its activities and Governance.
- **Board orientation:** procedures are laid down for orienting the new Board members of the Company's business and, in particular, the financial and legal aspects, in addition to their training, where necessary.

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

Based on the above, disclosure to stock markets in Qatar and Abu Dhabi where Ooredoo's stocks are listed, by means of quarterly reports and complete annual financial statements, reflects Ooredoo's commitment to the terms and conditions of relating stock markets.

Responsibilities of the Board have been outlined in the company's articles of association and the board's charter in compliance with the Commercial Companies Law and the Corporate Governance System and Legal Entities listed on the main market.

3. Board Members

Ooredoo's Board of Directors has the following members:

1. H.E. Sheikh Faisal Bin Thani Al Thani	Chairman	Non independent /non executive member
2. Dr. Nasser Mohammed Marafih	Vice Chairman	Non independent /non executive member
3. Eng. Essa Hilal Al Kuwari	Member	Non independent /non executive member
4. Mr. Yousef Mohammed Al Obaidly	Member	Non independent /non executive member
5. General Retirement & Social Insurance Authority, represented by H.E Mr. Turki Mohammed Al Khater	Member	Non independent /non executive member
6. Mr. Aziz Aluthman Fakhroo	Member, Managing Director	Non independent /executive member
7. Mr. Nasser Rashid Al Humaidi	Member	Independent /non executive member
8. Wasit Trading Company represented by Sheikh Saud Bin Nasser Al Thani /Member	Member	Independent /non executive member
9. H.E. Mr. Mohammed Bin Nasser Al Hajri	Member	Independent /non executive member
10. Qatar National Bank (QNB) represented by Mr. Abdulla Mubarak Al Khalifa	Member	Independent /non executive member

In March 2021, new members of the Board were elected during the company's periodic elections. These members are: Wasit Trading Company represented by Sheikh Saud Bin Nasser Al Thani (Board Member) and H.E. Mr. Mohammed Bin Nasser Al-Hajri (Board Member).

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

4. Board Meetings

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

It is worth mentioning in this context that the Board of Directors held nine (9) meetings in 2021. It is also worth mentioning that the quorum for the Board's meetings has been fulfilled according to Commercial Company's Law No 11 for 2015 and its amendments in Law No. 8 for 2021, and the articles of association of the company, and the Corporate Governance Manual and the Legal Entities listed on the main market issued by QFMA.

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

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

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

Board Member Name	Number of Board Meetings Attended During 2021
H.E. Sheikh Faisal Bin Thani Al Thani	8
Dr. Nasser Mohammed Marafih	9
General Retirement & Social Insurance Authority, represented by H.E Mr. Turki Mohammed Al Khater	8
Mr. Nasser Rashid Al Humaidi	9
Mr. Aziz Aluthman Fakhroo	9
Wasit Trading Company represented by Sheikh Saud Bin Nasser Al Thani	8
Qatar National Bank (QNB) represented by Mr. Abdulla Mubarak Al-Khalifa	6
Eng. Essa Hilal Al Kuwari	6
Mr. Yousef Mohammed Al Obaidly	9
H.E. Mr. Mohammed Bin Nasser Al Hajri	6

5. Composition and Remuneration of the Board

The Board of Directors is composed in accordance with Article 22 of the Company's Articles of Association. The Board of Directors consists of 10 members, nine (9) non-executive members, and one executive following the appointment of Mr. Aziz Aluthman Fakhroo as Ooredoo Group's Managing Director, five of whom, including the Chairman, shall be appointed by the Qatar Holding. The other five Board members are elected by secret ballot of the General Assembly according to the applicability of the terms of the nomination on them. A Board member's term is three years and may be renewed. To maintain minority's rights, Article 45 of the Articles of Association provides for that shareholders holding no less than 10% of the capital have the right to call for a General Assembly meeting.

The Company pursues separation between positions of the Chairman of the Board and any other executive position in the company, where H.E. Sheikh Faisal Bin Thani Al Thani is the Chairman, Mr. Aziz Aluthman Fakhroo is the Group Managing Director and responsible for its management, and Sheikh Mohammed Bin Abdullah Al Thani is the Deputy CEO of Ooredoo Group and the CEO of Ooredoo Qatar, with responsibility for its business in Qatar.

The value of the Board's remunerations for the period ending 31 December 2021 amounted to QR 14.4 million.

The Board of Directors also proposed that the remuneration of the members of the Board of Directors for the period ending December 31, 2021, be a fixed sum as permitted by Article 119 of the Commercial Companies Law No. 11 of 2015 and amended by Law No. 8 of 2021. The proposed remuneration is subject to the approval of the Extraordinary General Assembly on the proposed amendments to the company's Articles of Association, which include a clause allowing the members of the Board of Directors to receive a fixed sum in accordance with the provisions of the text of Article (119) referred to above, which is expected to be approved during the next meeting.

6. Conflict of Interests

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

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

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

1. The Chairman or a Board member or members of the senior executive management may not participate/engage in any business that competes with the company's business, or may not be involved, either on his/her own behalf or on others' behalf, in any type of business or activities in which the Company is engaged without obtaining the approval from the General Assembly, otherwise the Company is entitled to ask him/her for compensation or take the ownership of the activities he/she is engaged in.
2. The Chairman, members of the Board and members of the senior executive management must disclose to the Board any interest, direct or indirect, that they have in the transactions and deals taking place in favour of the Company, and the disclosure must include the type, value and details of those transactions and deals, the nature and extent of the interest they have, and a statement of the beneficiaries thereof.
3. If the total value of the transactions and deals stipulated in the previous clause is equal to or more than 10% of the market value of the Company or the value of the Company's net assets according to the latest announced financial statements, whichever is lower, a prior approval must be obtained from the General Assembly. The auditor's report is submitted to the General Assembly, provided that it includes the type and details of those transactions and deals, their value, the nature and extent of the interest and the stakeholder, and an indication of whether they are in accordance with market prices and on a purely commercial basis. This approval is renewed annually if those transactions and deals are of a periodic nature.
4. Any of the stakeholders stipulated in Clause 1 of the above-mentioned paragraph shall refrain from attending the meetings of the General Assembly or the meetings of the Board of Directors in which the issue related to it is being discussed or voted on.
5. The company may not offer a cash loan of any kind to any member of its Board of Directors or to guarantee any loan held by one of them with others, or make an agreement with banks or other credit companies to lend money to any of the Board members, or open a facility or guarantee a loan with other parties beyond the terms and conditions set by the Central Bank of Qatar. Agreements beyond the provisions of this Article will be considered null and void, and the company retains it rights to request compensation when necessary from the offending parties.
6. It is prohibited for the Chairman and the Board members or the company's staff to take advantage of any information delivered to his/her knowledge by virtue of his/her membership or position for the benefit of him/herself, his/her spouse, his/her children or any of his relatives to 4th degree either directly or indirectly, as a result of dealing in company securities of the company. Nor may they have any interest, directly or indirectly, with any entity conducting operations intended to make a change in the securities prices issued by the company, and this ban stays in effect for three years after the expiry of the person's membership in the Board of Directors or the expiry of his work in the company.

7. Duties of the Board of Directors

The role of the Board of Directors is to lead the company in a pioneering way within the framework of effective directives that allow for risk assessment and management. The Board of Directors has the authority and full power to manage the Company and continue business to fulfil the fundamental goal of upholding shareholders' rights, in addition to the following tasks:

1. Determine the terms of reference, duties, and powers of the Chief Executive Officer and assess his performance and remuneration.
2. Evaluate, withdraw and define the powers granted to the members of the Board of Directors and Board committees, and define ways of exercising the powers, and formulating a policy for that.
3. Monitor the performance of the senior executive management; review management plans in relation to the replacement process and the arrangements for remunerations of senior executive management.
4. Verify the appropriateness of organisational, administrative and accounting structures for the Company and its Group, with a focus on the internal control system.
5. Ensure adequate planning for the succession and replacement of senior executive management.
6. Provide recommendations to appoint, re-appoint or quarantine the auditor appointed by the shareholders on the basis of their consent during the Annual General Meeting of the Company, as recommended by the Audit and Risk Management Committee.
7. Direct members of the Board of Directors and provide them with continuous guidance through planning of the induction and guidance programmes. The Chairman of the Board is responsible for consistently providing induction and guidance programmes to Board members, to help them perform their duties and ensure they understand ongoing developments on Company issues.
8. Members of the Board of Directors are expected to be seriously committed to the Board and the Company, and also to develop and expand their knowledge of the Company's current operations and its main business, and to be available to contribute to the work of the Board and Committees.
9. Members of the Board of Directors and the senior executive management will be trained according to capacity.
10. Review and approval of company's major strategic plans and oversee its execution.
11. Oversee company's special corporate governance system and the extent of its abidance by the System of Corporate Governance and legal Entities listed on the main market.
12. Approval of the Guide of Executing the Company's Strategy and Objectives prepared by the higher executive management, which should include determination of means and tools of rapid communication with the authority and other regulatory parties, and all other parties concerned with governance including nominating a point of contact.
13. Establishing of internal control rules and controls, and of them through a written policy that regulates conflict of interests and resolves any situation conflict for all Board members and the higher executive management and shareholders. In addition to establishing a complete disclosure system which accomplishes justice and transparency, preventing the conflict of interests and taking advantage of information.
14. Developing precise policies for Board membership, according to applied laws.
15. Drafting of a written policy to organise and regulate the relationship between stakeholders and their rights.
16. Creation of policies and procedures for disclosure to shareholders, debitors, and stakeholders.
17. Invitation of all shareholders to attend the General Assembly Meeting according to the Companies' Law, and the company's articles of association.

18. Approval of the nominations related to appointments at the higher executive management, and the progression plan for these roles.
19. Creation of awareness programmes as necessary to spread a culture of auto-regulatory and risk management in the company.
20. Approval of a written and clear policy determining the basics and method of remunerating Board members and determining the remuneration and incentives of the higher executive management and the workers in the company according to principles of corporate governance and legal entities listed on the main market without any discrimination and achievement of approval by the General Assembly.

8. Liabilities of the Board

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

1. Attend the meetings of the Board's and its committees, and not to retire the Board except for a necessity and at the appropriate time.
2. Hold high the interest of the company, partners, shareholders and all stakeholders, and favour it over their private interest.
3. Provide an opinion on the strategic issues of the company, its policy in the implementation of its projects, systems of accountability of employees, their resources, basic appointments and work standards.
4. Monitor the performance of the company in achieving its goals and objectives, and to review reports on its performance, including the annual, semi-annual and quarterly reports.
5. Supervise the development of the procedural rules for governance and work to ideally implement them in accordance with this system.
6. Benefit from their diverse skills and expertise to diversify their competencies and qualifications in managing the company in an efficient and productive manner, and to work to realise the interest of the company, partners, shareholders and other stakeholders.
7. Participate effectively in the Meetings of the Company's General Assembly and meet the demands of its members in a balanced and fair manner.
8. Refrain from giving any statements, data or information without prior written permission from the President or his authorised representative. The Council shall nominate the official spokesperson of the Company.
9. Disclose financial and commercial relationships and lawsuits that may negatively affect performing any functions assigned to the board.

9. Chairman of the Board's Role and Duties

The main function of the Chairman of the Board is to lead the board and ensure that the duties are undertaken as required by law and the relevant legislation, in addition to the following tasks:

1. Represent the Company in court, and in its relationship with others, and to communicate with them, and inform the Board of their views.
2. To chair the Board, selected committees, and General Assembly meetings, and run discussions as openly as possible, to encourage Board members to participate effectively in discussions that serve the interests of the Company.
3. Coordinate with the Chief Executive Officer and the heads of the committees and the Secretary of the Board of Directors to determine the schedule for Board and committee meetings, and other important meetings.
4. Coordinate with the Chief Executive Officer to ensure that information is provided to the Board of Directors, so that the Board can make appropriate decisions and follow-up their execution.
5. Review the timing and quality of delivery of supporting documentation to the management's suggestions to ensure an effective flow of information to the Board of Directors.
6. Guide and enhance the effectiveness of the Board of Directors and members, and assign tasks to them as required.
7. Review monthly results for the Company's business in coordination with the Chief Executive Officer.
8. Ensure that the Company has good relations with official and non-official departments, and with various media.
9. Issue the agenda for Board meetings, taking members' suggestions into account. Assess the performance of the Board annually, and the performance of its committees and members, possibly using a third-party consultancy to conduct the evaluation.
10. Encourage Board members to collectively and effectively take part in conducting the Board affairs to ensure that the Board is undertaking its responsibilities to achieve the interests of the company.
11. Find effective communications means with shareholders and convey their opinion to the Board.
12. Allow the opportunity to non-executive Board members to effectively take part in and encourage building constructive relationships between executive and non-executive Board members.
13. Keep the members always abreast of execution of the rulings of Corporate Governance and Legal Entities Order issued by the Authority.

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

10. Qualifications and Duties of the Board Secretary

The Board of Directors has appointed Sheikh Ali Bin Jabor Al-Thani as Secretary of the Board of Directors. Sheikh Ali holds a Bachelor's degree in law from Sharjah University (2010). In 2010, he became a legal advisor in the real estate sector, and in 2013 he joined Ooredoo and continued until he was appointed as Chief of Legal and Regulatory Department in Ooredoo Qatar in 2016 and in 2018, he was appointed in the position of Acting Chief of Corporate Governance for Ooredoo Group. In 2020, he was appointed as Group Chief Legal, Regulatory & Governance Officer.

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

1. Preparation and revision of Board meetings' minutes.
2. Filing of the Board's decisions in a well-maintained record according to meetings' numbers and the decisions according to its issue date.
3. Preserving the Board's meetings-related minutes, decisions, memorandums and reports on paper and in electronic formats.
4. Send meetings invitations to Board members with the meeting agenda two weeks prior to the meeting date, and receiving members' requests to add an item or more to the meeting agenda mentioning the date of its submission.
5. Full coordination between the Chairman of the Board and its members and concerned parties and stakeholders including shareholders and the administration and employees.
6. Provide the Chairman and members quick access to all company documents including its data and information.
7. Keep Board members' declaration of no combination between membership of the board and occupations from which they are prohibited, according to Companies Law and Corporate Governance System issued by the commission.

11. The Company's Irregularities

As a leading company in its own field, and in the telecommunication sector, Ooredoo Board of Directors and its top management are keen to implement all rules and regulations outlined in corporate governance and legal entities listed on the main market order issued by Qatar Financial Markets Authority and Commercial Companies Law No. (11) for 2015 and its amendments in Law No. 8 for 2021. In 2021, the Communications Regulatory Authority (CRA) imposed the following penalties on the Company:

- In February 2021, the CRA's Financial Sanctions Committee imposed a fine of QAR 2,000,000 on Ooredoo for non-compliance with its obligations to file with the CRA and get the CRA prior approval on wholesale broadband delivery services.
- Also in February 2021, the CRA's Financial Sanctions Committee imposed a fine of QAR 750,000 on Ooredoo for non-compliance with its obligations to provide a list of illegal mobile phones discounts in the relevant mobile phone markets.
- In March 2021, the CRA's Financial Sanctions Committee imposed a fine of QAR 1,500,000 on Ooredoo for non-compliance with its obligations to provide details on "Walaa" programme.
- In June 2021, the CRA's Financial Sanctions Committee imposed a fine of QAR 2,000,000 on Ooredoo for non-compliance with its obligations to provide access to its International Gateway Facilities at Al Kheesa Cable Landing Station and Ooredoo Data Center 5.

There is no lawsuit against, or brought to court by the company, that is still pending with no ruling up to the date of preparing this Governance report.

12. Board Activities in 2021

In 2021, Ooredoo's Board of Directors achieved a number of key governance goals and supervised the implementation of a number of key successful initiatives, including:

- Approving the Group's performance report for 2020
- Approving the Group's financial consolidated statements for 2020 and providing a recommendation to the General Assembly in this regard;
- Approving submitting a recommendation to the General Assembly regarding the appointment of PwC as the auditors of the Company for 2021;
- Approving the Governance Report for 2020 and providing a recommendation to the General Assembly in this regard;
- Approving distributing a cash dividend of 25% of the nominal share value (QR 0.25 per share), and providing a recommendation to the General Assembly in this regard;
- Approving the remunerations of the Chairman and members of the board for 2020, and providing a recommendation to the General Assembly in this regard.
- Approving the business plan of the Group for the years 2022, 2023 and 2024, as well as the budget and financing plan for 2021;
- Approving the business plan of Ooredoo Group (Q.P.S.C.) for the years 2022, 2023 and 2024, as well as the budget plan for 2021;
- Approving the financial strategy of the Group;
- Approving a number of technical decisions related to investment opportunities;
- Following up on executing the Group strategy for the coming years, and allocating the necessary budget to do so; and
- Determining the permitted risk margin for the Group's companies.

13. Role of Board Committees

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

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

Board Committees

Committee	Name of Board member	Position
Executive Committee	H.E. Turki Mohammed Al Khater	Chairman
	Mr. Abdulla Mubarak Al-Khalifa	Member
	Eng. Essa Hilal Al Kuwari	Member
	Mr. Yousef Mohammed Al Obaidly	Member
Audit and Risks Committee	Mr. Nasser Rashid Al Humaidi	Chairman
	Sheikh Saud Bin Nasser Al Thani	Member
	Mr. Mohammed Bin Nasser Al Hajri	Member
Nomination and Remuneration Committee	H.E. Mr. Turki Mohammed Al Khater	Chairman
	Mr. Essa Hilal Al Kuwari	Member
	Sheikh Saud Bin Nasser Al Thani	Member

A. Executive Committee

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

The committee is also responsible for studying issues that need detailed and in-depth review before presenting to the Board for final decision. It also oversees Ooredoo's strategy and methods deployed for adopting financial and strategic investments. In 2021 the committee completed a number of major projects:

- Reviewed investment opportunities and made recommendations to the Board of Directors;
- Reviewed subsidiaries' work plans and their budgets and provided recommendations to the board in this regard;
- Reviewed recommendations for awarding contracts, and took appropriate decisions;
- Reviewed the status of Ooredoo Group companies to determine suitability and its position in the markets in which it operates, and made recommendations to the Board of Directors;
- Reviewed the Company's investment portfolios;
- Reviewed the strategies of the Group's companies and set their priorities;
- Approved the Company's sponsorship agreements with third parties.
- Approved updating the financial limits of other parties (banks and financial institutions);
- Approved the Group work plan for 2022, 2023, and 2024 as well as approving 2022 budget, and providing a recommendation to the Board in this regard.
- Approved Ooredoo Group work plans for 2022, 2023, and 2024 as well as approved the 2021 budget, and provided a recommendation to the Board in this regard.
- Approved the financing strategy and plan for 2022 and provided a recommendation to the Board in this regard.
- Approved Ooredoo Qatar work plans for 2022, 2023, and 2024, as well as approved the 2022 budget and provided a recommendation to the Board in this regard.

The committee held six (6) meetings in 2021.

According to the annual evaluation, the Board of Directors is satisfied with the committee's performance while executing its responsibilities and authorities, as well as the recommendations it provided during the year ending 31 December 2021.

Member's name	Number of the Executive Committee's Meetings the Member has attended during 2021
General Retirement & Social Insurance Authority, represented by H.E Mr. Turki Mohammed Al Khater (Chairman of the Executive Committee)	5
Mr. Abdulla Mubarak Al Khalifa (Member)	5
Eng. Essa Hilal Al Kuwari (Member)	5
Mr. Yousef Mohammed Al Obaidly (Member)	6

B. Audit and Risks Committee

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

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

The committee also sets up communication channels between executive management and internal and external auditors. In addition, the Committee reviews risk management reports and advises the Board on all matters that need attention and seek a decision. The Committee also puts great emphasis on investigating any violations in the Group's companies.

In 2021, the committee completed a number of major works including:

- Reviewed the annual and quarterly internal audit reports regularly;
- Reviewed annual and quarterly Risk Management Report regularly;
- Reviewed the annual disclosure results for 2021;
- Reviewed the results of the Internal Audit Quality Assurance Review for Ooredoo and Group companies;
- Approved the internal audit department plan for Group based on risks for 2022;
- Approved the strategic plan to manage Group internal audit for 2022 – 2024;
- Approved quarterly financial statements, and reviewed the annual financial statements and submitted a recommendation to the Board;
- Reviewed the following Ooredoo Q.P.S.C. policies and refered them to the Board:
  1. Governance manual and amended Board Charter
  2. Revised Testing policy during production
  3. Powers matrix and revised financial decision-making
  4. Revised Charter of the Administrative Committee
  5. Pricing Committee Charter
  6. Charter of the QMC sub-committee for the Business Case Challenge
  7. Bidding and Procurement policy
  8. Revised Mobile Security policy
  9. Revised Company Risk Management policy
  10. Data governance policy
  11. Revised Deferred Revenue policy
  12. Revised Anti-Fraud policy
  13. Revised Business Continuity Management policy
  14. Revised Precautions and Contingent Liabilities policy
  15. Anti-Fraud Governance policy
  16. Investigation policy and procedure
  17. Fraud Risk Assessment policy
- Reviewed the following Ooredoo Group policies and charters, and submitted them to the Board of directors:
  1. Revised Group treasury policy
  2. Group special purpose corporate policy
  3. Group internal audit department policy
  4. Group wholesale policy
  5. Anti-fraud governance policy
  6. Investigation policy and procedure
  7. Fraud risk assessment policy
  8. Powers matrix and revised financial decision-making
- Approved the ESG Report for 2020;
- Approved the Governance Report for 2020;
- Approved Ooredoo Group's management report regarding the review of the internal control systems over the financial reports for the financial year ended 31 December 2020;
- Approved Ooredoo Qatar's management report regarding the review of the internal control systems over the financial reports for the financial year ended 31 December 2020;
- Approved the appointment of PwC as the Company's auditor for Ooredoo Qatar, Ooredoo Group LLC and special purpose companies, to review the Regulatory Accounting System (RAS) for 2020 and the systems for Internal Control Over Financial Reporting (ICOFR);
- Approved the results of the performance index of the Group's internal audit department and the corporate governance department for 2020;
- Approved the performance index of the Group's internal audit department and the performance index of the corporate governance department for 2021;
- Approved the budget of corporate governance for 2021;
- Approved the budget of Group internal Audit department for 2021;
- Reviewed Group Internal Audit Department report on internal control according to the requirements of the company's governance order and entities listed on the market and refer it to the Board;
- Reviewed the periodic management report on anti-money laundering and compliance;
- Reviewed the internal and external implementation of recommendations of the Quality Assurance and Improvement Programme (QAIP)
- Reviewed the auditor's plan for the company's annual audit review for 2021.

The committee held nine (9) meetings during 2021.

According to the annual evaluation, the Board of Directors is satisfied with the Committee's performance while executing its responsibilities and authorities, as well as the recommendations it provided during the year ending 31 December 2021.

Member's Name	Number of the Audit and Risk Management Committee's Meetings the member has attended during 2021
Mr. Nasser Rashid Al-Humaidi	9
Sheikh Saud Bin Nasser Al Thani	7
H.E. Mr. Mohammed Nasser Al Hajri	6

C. Nominations and Remunerations Committee
The committee comprises three members. It assists the Board in executing its responsibilities with regards to nominating and appointing Ooredoo Board members, and Board members of its subsidiaries, and determining the remuneration of the Chairman and members of the Board, and the remuneration of members of the senior executive management and employees. The committee also takes part in assessing the performance of the Board.

In 2021, the committee completed a number of major works:

- Approved performance index card for Ooredoo Qatar for 2020, with a score of (3.68);
- Approved performance index card for Ooredoo Qatar CxOs for 2020;
- Approved performance index card for Ooredoo Qatar for 2020, with a score of (4.02);
- Approved performance index card for Ooredoo Group CxOs for 2020;
- Approved the important talent retention system proposal for Indosat Ooredoo (Apple project);
- Approved the confirmation of Mr. Bassam Youssef Al Ibrahim as CEO of Ooredoo Algeria, effective 1 May 2021;
- Approved the appointment of Mrs. Muneera Fahad Al Dosari as CEO of Starlink;
- Approved the proposed changes to the organizational structure of Ooredoo Qatar's commercial and strategic affairs department;
- Approved performance index card for Ooredoo Group (performance index card for Group MD and Deputy Group CEO) for 2021;
- Approved performance index card for Ooredoo Group CEOs for 2021;
- Approved the adoption of the performance index card for Ooredoo Group CEOs;
- Approved the Braveheart Reward structure for 2021 and 2022;
- Approved the proposed changes to the organisational structure of the Group's commercial affairs and changed B2B & Wholesale to Ooredoo Business Services;
- Approved the proposed changes to the organisational structure of the Group's strategic affairs;
- Approved the proposed changes to the organisational structure of the Group's merger and acquisition;
- Approved the new organisational structure of the Group's Transformation Office;
- Approved performance index card for Ooredoo Qatar (performance index card for the CEO and COO) for 2021;
- Approved performance index card for Ooredoo Qatar CxOs for 2021;
- Approved the new Human Resources strategy and its proposed organisational structure;
- Approved the operating and virtual resources model in the Ooredoo Group Strategic Sourcing (OGSS) structure and begin implementing this model on a trial basis in 2022;

The committee held six (6) meetings during 2021.

According to the annual evaluation, the Board of Directors is satisfied with the committee's performance while executing its responsibilities and authorities, as well as the recommendations it provided during the year ending 31 December 2021.

Member's Name	Number of the Nomination and Remunerations Committee's Meetings the member has attended during 2021
General Retirement & Social Insurance Authority, represented by H.E Mr. Turki Mohammed Al Khater	6
Eng. Essa Hilal Al Kuwari	6
Sheikh Saud Bin Nasser Al Thani	5

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

Executive Manager Name	Summary Curriculum Vitae
Mr. Aziz Aluthman Fakhroo Group Managing Director and CEO	Mr. Aziz Aluthman Fakhroo is Managing Director and CEO of Ooredoo Group since November 2020. He has been a Board member of Ooredoo Group since 2011. Previously, he served as Deputy Undersecretary for Budget, Treasury and Financial affairs at the Ministry of Finance. Prior to that, he was the Co-head of Mergers and Acquisitions at Qatar Investment Authority. He is also a Board Member at Accor SA since 2015. In March 2021, he was appointed as Board member of KATARA Hospitality and member of the Board of Trustees of Qatar Museums. In December 2021, he was appointed on the Board of Commissioners of Indosat. Mr. Aziz Aluthman Fakhroo holds a Bachelor of Business Administration from ESLSCA University.
Sheikh Mohammed Bin Abdulla Al Thani Deputy Group CEO	Sheikh Mohammed Bin Abdulla Al Thani is Ooredoo's Deputy Group CEO and CEO of Ooredoo Qatar since March 2020. He is currently the Chairman of the Board of Directors of Ooredoo Kuwait, Vice Chairman of the Board at Asiacell Iraq and Vice Chairman of the Board at Ooredoo Oman. He has extensive experience in communications, digital transformation, finance and accounting, and has held various management positions within Ooredoo since he joined the company in 2009. Previously, he was CEO of Ooredoo Kuwait and President Commissioner of Indosat Ooredoo, leading both companies to reach key milestones and placing them as market leaders. He holds a Master's degree in Finance and Accounting from the University of Cardiff, UK and a Bachelor's degree in Accounting from Qatar University.
Mr. Abdulla Ahmad Al Zaman Chief Financial Officer	Mr. Abdulla Ahmed Al-Zaman was appointed as Ooredoo Group Chief Finance Officer in March 2021. Previously, he was CFO at Ooredoo Qatar since January 2018, after joining the Group in 2013 and holding multiple senior roles including Directorship positions on key Ooredoo international operating companies. He is responsible for facilitating organisational accountability and transparency, maintaining a long-term sustainable value for shareholders and other stakeholders. Mr. Al-Zaman has over 18 years of highly accomplished broad-based leadership experience, in Telecommunications, Transportation and Oil & Gas industries. He holds a bachelor's degree in Finance & Business Administration from California, USA, and an EMBA from the University of Hull, UK.
Sheikh Ali Bin Jabor Al Thani Group Chief Legal, Regulatory & Governance Officer	Sheikh Ali Bin Jabor Al-Thani is Group Chief Legal, Regulatory & Governance Officer since March 2020. Most recently, Sheikh Ali was the Group's Chief Corporate Governance Officer from January 2018 until March 2020. In his current role, he oversees Ooredoo's global legal activities, policies, and regulatory affairs. He also advises the Board and Executive Management on all aspects of governance, legal compliance and regulatory frameworks across the group. Sheikh Ali joined Ooredoo Group in 2013 and served in a number of roles, including Chief Legal and Regulatory Officer of Ooredoo Qatar. He holds a Bachelor's degree in Law.
Ms. Fatima Sultan Al Kuwari Chief Human Resources Officer	Ms. FatimaSultan AlKuwariis Ooredoo Group's Chief Human Resources Officer since April 2021 and the Chairperson of Ooredoo Maldives since December 2021. She has over 16 years of professional experience and is the first woman in the history of Ooredoo Kuwait to be appointed as a Board member of the company. Ms. Fatima joined Ooredoo in 2006 and served in various senior roles, latest of which was Ooredoo Qatar'sChief Consumer Officer. Prior to that, she was Ooredoo's Acting Group Chief Commercial Officer (CCO). She holds a B.S. in Computer Science from University of Qatar, an Executive Masters in Leadership from Georgetown University, USA and an MBA from the University of Liverpool in the UK.

Executive Manager Name	Summary Curriculum Vitae
Mr. Mohammed Abdulkhaliq Al Emadi Chief Audit Executive	Mr. Mohammed Abdulkhaliq Al-Emadi was appointed as Group Chief Audit Executive (GCAE) in November 2011. Since his appointment, he has successfully transformed the Internal Audit Function into a Group Internal Audit. He has 21 years of professional experience in the audit field, 13 of which are in Ooredoo's Internal Audit. He is responsible for providing assurance and consulting services to Ooredoo Qatar, Ooredoo Group and Starlink, as well as supporting Internal Audit functions in the Operating Companies. He holds a B.S. in Accounting from Qatar University and a Master's degree in Accounting and Finance from Southampton University, UK.
Sheikh Nasser Bin Hamad Bin Nasser Al Thani Chief Commercial Officer	Sheikh Nasser Bin Hamad Bin Nasser Al-Thani was appointed as Chief Commercial Officer of Ooredoo Qatar in March 2021. He has 10 years of experience and currently oversees both B2B and B2C. Previously, he was Chief Business Officer of Ooredoo Qatar, responsible for end-to-end profit and loss accountability for Ooredoo Qatar's B2B portfolio including Connectivity, ICT and Mega Projects as well as the Qatar Data Centre. Sheikh Nasser is a graduate of Qatar University and holds a MBA from the University of Wales and a Telecoms Mini MBA from Telecoms Academy, UK.
Mr. Mohammad Jassim Al-Kuwari Chief Corporate Services Officer	Mr. Mohammed Jassim Al-Kuwari was appointed as Chief Corporate Services Officer of Ooredoo Qatar in January 2012, and is responsible for Procurement and Supply Chain, Building and Support Services and Operational Excellence. Mr. Al-Kuwari has 27 years of deep expertise in managing and leading functions. He serves in multiple boards, including Asiacell Iraq. Previously, he chaired the Board of Directors of Ooredoo Oman and was a member of the Board of Starlink Qatar. He holds a B.Ss. in Business Administration from The American University, Washington DC.
Ms. Eman Mubarak Al-Khater Chief Human Resources Officer	Ms. Eman Mubarak Al-Khater is Ooredoo Qatar's Chief Human Resources Officer since March 2021. She has more than 15 years of experience delivering outstanding financial and business growth to Ooredoo. Previously, Ms. Al-Khater was Ooredoo Group's Executive Director (A) – Sourcing Capabilities, Performance and Partnerships. She joined Ooredoo in 2007 and has held different senior roles in Qatar and Group. Ms. Al-Khater is a Board member at Qatar Autism Association and a volunteer at the Orphan Care Centre (Dreama). She holds a B.A. in English from Qatar University and an MBA Strategic Business Management from HEC Paris. She is a graduate of the Qatar Leadership Center.
Mr. Eisa Mohammed Al-Mohannadi Chief Financial Officer	Mr. Eisa Mohammed Al-Mohannadi is Ooredoo Qatar's Chief Financial Officer (CFO) since March 2021. Prior to joining Ooredoo in 2012, Mr. Al-Mohannadi held various positions in banking, risk operations, revenue assurance and general administration. He is a member of the Boards of Directors of Ooredoo Palestine, Ooredoo Oman and Starlink. He is also a member of the Board of QLM Life and Medical Insurance Company. He holds a Bachelor's degree in Business Administration and Finance from Marymount University, USA and a MBA in Business Administration and Digital Transformation from HEC Paris.
Mr. Günther Ottendorfer Chief Technology & Infrastructure Officer	Mr. Günther Ottendorfer was appointed as Chief Technology and Infrastructure Officer of Ooredoo Qatar in January 2019. His 25 years of experience include time served as CTO and Board member at top telecommunications companies such as Sprint, Telekom Austria, T-Mobile International and Germany and Singtel Optus in Australia. Before joining Ooredoo he was Chief Operations Officer Technology at Sprint Corporation USA. Mr. Ottendorfer holds a BS in Computer Science (with distinction) from the Technische Universitat in Vienna.

- Total value of the remunerations to the executive management for the year ending on 31 December 2021 was equivalent to QR 45.5 million.
- The Board of Directors' evaluation of the performance of the Executive Management: Based on the annual evaluation, the Board of Directors is satisfied with the performance of the Executive Management while executing its responsibilities, authorities and recommendations which have been provided during the year ending 31 December 2021.

15. Corporate Governance Department
The Corporate Governance Department was established in 2008 and is responsible for assisting the management and Board in ensuring the efficiency and implementation of corporate governance policies and practices in Ooredoo and its Group.

In 2021, the Corporate Governance Department completed a number of major works:
- Monitored the implementation of Corporate Governance in all of Ooredoo Group companies;
- Reviewed the list of Ooredoo representatives on the Boards of the Group's companies;
- Adopted an employee disclosure procedure for non-Ooredoo interests;
- Monitored the publication of the Corporate Governance code in Group companies;
- Assisted the Board of Directors in the annual assessment and evaluation of adherence to the Code of Conduct;
- Management of Special Purpose Companies (SPVs);
- Worked on the company's policies and the roster of decision making;
- Compliance with the order of Corporate Governance and listed Legal Entities on the main market.

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

These tasks are performed under the supervision of the Audit and Risk Committee. There are clear instructions from the Board, Audit Committee, and Executive Management to all units to work in accordance with external and internal audit systems, and to respond to any issue or topic raised by auditors.

In 2021, the Internal Audit Department completed a number of major works:
- Prepared an internal risk-based audit plan;
- Reviewed and evaluated the operations, risk management and internal control framework through implementing the internal audit plan;
- Reviewed quarterly and annual Enterprise Risk Reports of Ooredoo Qatar and the Group and assessed the effectiveness of plans to reduce these risks;
- Complied with the Internal Audit Manual based on the International Standards for the Professional Practice of Internal Auditing to provide practical guidance to manage internal audit activity, planning, execution and reporting;
- Reviewed the quarterly Internal Audit Department reports in Group companies;
- Reviewed the annual Risk Internal Audit plans for Group companies; providing advice and consultation.
- Followed up on the execution of the Internal Audit Department programme to improve and control quality for internal audit departments in the Group and its companies;
- Coordinated between External Auditors, Audit Bureau Qatar and management;
- Supported operating companies' internal audit functions;
- Reviewed recommended policies to provide opinion on the efficiency of internal audit procedures;
- Planning and execution of a review for the effectiveness of internal control measures over financial reports (Internal Control Over Financial Report) for 2021.
- To ensure transparency and credibility, an investigation is held to look into any matters that draw the attention of the internal auditor, external auditor, or finance team, based on the nature of those issues.

17. Supervising and Controlling the Group
Monitoring and supervision at Group level has separate lines for operating strategically and in financial control in a full review in each of the affiliated companies. This is done according to a regular cycle of visits and meetings of the executive management of the Group with the executive management of the affiliated companies, supported by a specific schedule for reports on internal performance. This detailed inspection of the performance of each operating company is considered a primary source of information, provided to shareholders through quarterly or annual reports. In addition, the Group reviews and comments on the decisions and actions of Boards and audit committees in each subsidiary. Supervision and control procedures vary between each of the subsidiaries in a way that reflects delegation of powers to the Board and the executive management for each company, however, each company is obliged to issue its reports on the Group level.

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

18. Risk Management and Internal Control

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

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

The Board is responsible for establishing the risk management system and for reviewing the effectiveness of its implementation in Ooredoo and its Group. Management is responsible for systematically identifying, assessing, monitoring and managing material risks throughout the organisation. This system includes the Company's internal compliance and control systems. In addition, the Company has tight controls and well-established systems that control its transactions and relationships with related parties. Ooredoo Group implements a risk management policy at Group level, where it states that the Group's Board of Directors, supported by Audit and Risk Management Committee and Internal Audit Department, will review every quarter all risks that Ooredoo and its subsidiaries might face. Identifying risks that any of the operating companies might face is the responsibility of its executive management and employees, while the Group's Risk Management examines the risk ratings determined, and the action plans to address these risks. The internal audit department will undergo an independent review of Risk Management Department reports on quarterly basis, and present its opinion regarding the integrity of these reports to the Audit and Risk Management committee. The concerned department gathers all the potential risks and planned measures to mitigate these risks, and presents them to the Audit and Risk Management Committee.

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

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

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

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

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

The management defined in 2021 the procedures of control on financial data and confirming the integrity of the design and implementation of these procedures. The internal Audit Department made a comprehensive review for these procedures to confirm how fit it is to implement, and the administration was notified of the results of the review and the required improvements. As of 31 December 2021, the company was not aware of any failures or points of weakness in the internal review system, and no emergencies with negative impact on the company's financial status took place.

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

The Company has appointed an external auditor and is working on adherence to internal and external audit systems. There are decisions and clear instructions from the Board of Directors, Audit Committee and senior executive management that emphasise the necessity for all sectors and departments of the Company to adhere to internal and external audit, and deal with all cases identified by the auditors.

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

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

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

We would also note that, based on the external review of the Quality Assurance & Improvement Programme of Group Internal Audit, Group internal audit activity generally conforms to the International Standards for the Professional Practice of Internal Auditing and the Institute of Internal Auditors Code of Ethics.

20. Availability of Information

The Company guarantees for all shareholders the right to review all relevant information and disclosures through its website and annual reports that are made available to all shareholders. Shareholders can access all information relating to Board members and their qualifications, including the number of shares they own in the Company, their presidencies or membership on the boards of directors of other companies, as well as information on executive management of the Company. All stakeholders are entitled to access to all relevant information.

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

In Articles (45), (48), and (52) of the Company's Articles of Association, the rights of minority shareholders have been implicitly provided for:

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

21. Dividend Policy

Profits are distributed upon recommendation by the Board of Directors and a decision of the General Assembly of the Company in compliance with Article 61 of the Articles of Association of the Company.

22. Shareholder Records

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

Any shareholder or any related parties can look at the shareholders' register, and obtain all relevant information.

The two tables below show the major shareholders and shares held by members of the Board.

Table 1: Shares Held by Major Shareholders

Name of Board Member	Country	Number of Shares	Percentage
Qatar Holding	Qatar	1,655,808,420	51.7%
General Retirement & Social Insurance Authority	Qatar	417,705,904	13%
Abu Dhabi Investment Authority	United Arab Emirates	320,319,940	10.0%
General Military Retirement and Social Insurance Authority	Qatar	65,621,382	2.0%

Table 2: Shares Held by Members of the Board

Name of the Board Member	Number of Shares	Country	Beneficiary Name
General Retirement & Social Insurance Authority represented by H.E. Mr. Turki Mohammed Al Khater	417,705,904	Qatar	General Retirement & Social Insurance Authority
H.E. Mr. Turki Mohammed Al Khater	50,000	Qatar	H.E. Mr. Turki Mohammed Al Khater
Qatar National Bank (QNB) represented by Mr. Abdulla Mubarak Al-Khalifa	25,027,600	Qatar	Qatar National Bank (QNB)
Wasit Trading Company represented by Sheikh Saud bin Nasser Al Thani	58,770	Qatar	Sheikh Saud Bin Nasser Al-Thani
Mr. Nasser Rashid Al Humaidi	50,000	Qatar	Mr. Nasser Rashid Al Humaidi
Dr. Nasser Mohammed Marafih	44,500	Qatar	Dr. Nasser Mohammed Marafih
H.E. Mr. Mohammed Nasser Al Hajri	5,000	Qatar	H.E. Mr. Mohammed Nasser Al-Hajri

23. Fair Treatment of Shareholders and Voting Rights

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

According to the provisions of Article 51 of the Company's Articles of Association and Article 33 of the Corporate Governance Code for Companies and Legal entities listed in the main market, shareholders have the right to request the inclusion of certain issues in the agenda of the General Assembly and to discuss these issues during the meeting if the Board doesn't include them and the Assembly decides to do so.

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

According to the provisions of Article 41 and Article 45 of the Company's Articles of Association, the Company makes sure to inform the shareholders of the topics listed on the agenda of the General Assembly and provides sufficient information through announcements in the newspapers, the QSE website and the Company's website to enable them to make their own decisions.

And according to Article 47 of the Company's articles of Association, after the General Assembly, the Company discloses the results of the meeting in a press release. As started in Article 41 of the Company's Articles of Association, shareholders can view the minutes of the General Assembly meeting upon request.

According to the provisions of Article 42 of the Company's Articles of Association, each shareholder has the right to attend the General Assembly, either personally or by proxy.

24. Employees of the Company

The human resources policy adopted and applied by the Company is prepared in accordance with the provisions of the Labour Law No. 14 of 2004, and related ministerial decisions which serve the interests of the Company and its employees, and takes into account at the same time the principles of justice, equality, and non-discrimination on the basis of gender, race, or religion.

Key functions of HR include recommending and developing necessary training plans and submit them for Board approval.

25. The Company's Achievements

In 2021, the Company achieved a number of key milestones, including:

- Ooredoo Group announcing revenue of QR 29.9 billion for FY 2021.
- Maintaining the value of the Ooredoo brand, with a brand value of US$3.2 billion.
- Forbes Middle East recognising Ooredoo Group Managing Director, Mr. Aziz Aluthman Fakhroo, as one of the top 50 CEOs in the Middle East.
- Ooredoo Group appointing new CxOs in March, including Abdulla Ahmad Al Zaman as Group Chief Financial Officer, Fatima Sultan Al-Kuwari as Group Chief human Resources Officer, Nigel Thomas Byrne as Group Chief Technology Information Officer and René Werner as Group Chief Strategy Officer.
- Ooredoo Qatar appointing new CXOs in March: Sheikh Nasser Bin Hamad Al Thani as Chief Commercial Officer, Eman Mubarak Al Khater as Chief Human Resources Officer and Eisa Mohammed Al-Mohannadi as Acting Chief Financial Officer.
- In March 2021, Indosat Ooredoo signing a sale and leaseback agreement with PT EPID Menara Asset Co ("Edge Point Indonesia") for more than 4,200 telecommunications towers.
- Ooredoo Palestine finalising eWallet agreements with two major FSP partners to enable customer facilitation of online payment, push digital services penetration and establish a new data service that will be used by Arab Bank.
- Ooredoo Group successfully pricing its USD 1 billion issuance of senior unsecured Reg S/Rule 144A notes. The Notes will mature on 8 April 2031 and will have a coupon of 2.625% per year. The transaction was priced at a spread to the 10-year U.S. Treasuries of 103.4 basis points. Net proceeds from the sale of the Notes will be used for Ooredoo's general corporate purposes, including refinancing of its existing debt.
- In April, Ooredoo QPSC entering into a new USD 500 million Revolving Credit Facility (RCF) with a consortium of 11 banks. The RCF will mature on 19 April 2026 and will be used for Ooredoo's general corporate purposes. In addition, Ooredoo, on 14 April 2021, exercised its right to prepay and cancel in advance a USD one billion Revolving Credit Facility (RCF) with original maturity date in June 2022.
- Ooredoo Oman launching 5G on its mobile network for Huawei devices, followed by Samsung devices in June and Apple devices in July.
- In May, regulators approving Indosat Ooredoo's sale and leaseback agreement with Edge Point Indonesia for more than 4,200 telecommunications towers. The transaction – valued at USD 750 million, making it one of the largest deals of its kind in Asia – forms part of Ooredoo Group's strategy to move to a more efficient and flexible asset-light model.
- Ooredoo Algeria signing a partnership with Facebook and Infobip focusing on A2P messaging, ensuring a significant increase in revenue from this line of business and further strengthening control over traffic.
- In May, appointing Noor Al Sulaiti as Chief Executive Officer of Ooredoo Oman, and Bassam Yousef Al Ibrahim as Chief Executive Officer of Ooredoo Algeria.
- In July, Ooredoo Qatar announcing a partnership with Quest, the first and largest Qatari company specialising in eSports to launch its **own eSports brand, Ooredoo Nation – Gamers' Land**. As part of the agreement, Ooredoo will be launching a series of products, services and initiatives specifically geared towards the gaming audience.
- Ooredoo Kuwait signing a milestone agreement with National Bank of Kuwait to develop digital services, products and solutions that contribute to enriching customer experiences.
- In August, naming Asiacell Iraq the top-ranking carrier in Iraq for mobile network coverage by an industry benchmark. Its data connection was also rated the fastest in the country by Speedchecker.
- Ooredoo Group announcing title sponsorship of Qatar's first-ever Formula 1 race in September, officially named the **'Formula 1 Ooredoo Qatar Grand Prix'**.
- In October, Ooredoo winning two awards: "**Leading Corporate for Investor Relations", and "Best Investor Relations Professional"** in Qatar at the 2021 Middle East Investor Relations Association ("MEIRA") Annual Conference.
- In October, Ooredoo Group announcing it had engaged Ericsson as its next-generation digital transformation partner for Business Support Systems solutions, signing a five-year group frame agreement that will see the deployment of Ericsson solutions across several Ooredoo Group operating companies.
- Confirming Ooredoo Qatar as Official Middle East & Africa Telecommunications Operator of the FIFA World Cup Qatar 2022™ and the FIFA Arab Cup Qatar 2021™ in November.
- Recognising Ooredoo Kuwait at the Middle East Stevie Awards, receiving the 'Innovation in Business Information Apps' Award for its customer-centric solutions; the 'Innovative Achievement in Growth' Award; and the 'Innovation in Customer Service Management, Planning & Practice – Telecommunications Industries' Award.
- In November, Ooredoo Group signing two agreements with Nokia as part of a strategic partnership to drive Ooredoo's digital transformation and enhance experiences for customers.
- Ooredoo Group confirming a partnership with Snap to unlock the potential of augmented reality across its global footprint.
- In November, Ooredoo Qatar announcing a partnership with Ericsson which will see the two entities working together to ensure an unrivalled 5G experience for fans at FIFA World Cup Qatar 2022™.
- Ooredoo Group and Huawei signing a five-year global frame agreement in December that will see Huawei supply its radio, core and transport solutions to the Group in order to further enhance the digital experience for customers.
- In December, Ooredoo Group and CK Hutchison completing the merger of their two businesses in a USD6 billion transaction, creating the second largest telecommunications company – to be known as Indosat Ooredoo Hutchison – in Indonesia.

26. Parties Concerned

The company has strict controls and deep-rooted regulations which govern its activities in going into deals or relationships with parties concerned. Also, the company's policy prohibits the Chairman and Members of the Board from making any deals for selling or buying the company's shares during the period specified by Qatar Stock Exchange, until the company's financial results are disclosed to the public and it is confirmed none of the parties concerned has made any deals during ban periods during 2021.

There was no significant transactions with the related parties in the Company registry that required shareholder approval as of 31 December 2021. In all cases, the transactions of related parties whether important transactions or else are disclosed in the Governance report which is prepared in compliance with article (122) of Qatari commercial companies law No (11) for 2015 and its amendments in Law No. 8 for 2021, and articles (55),(56), and (57)of the articles of association and article (122) of QFMA code and article (37) of the Corporate governance Code for Companies and Legal Entities listed in the main market issued by the Qatar Financial Markets Authority . It is also presented as part of the audited financial indicators framework towards the end of the year to endorse it in the Annual General Meeting. For more details, readers can refer to the audited consolidated financial statements at the end of the year ended 31 December 2021, which is presented at the end of the Annual Report and considered an integral part of this Corporate Governance Report.

Information on the deals with concerned parties can be obtained by referring to the note complementing the consolidated audited financial statements for the year ended on 31 December 2021.

27. Social Responsibility

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

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

As for the Social and Sporting Activities Support Fund DAAM, Ooredoo is bound by Law No. 13 of 2008 and its amendments in Law no. 8 of 2011, and the total amount paid reached QR 508,037 and the amount due for payment is Nil. More information on this is included in the audited financial results.

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

The Company is committed to the United Nations' Goals of Sustainable Development. Ooredoo supports those goals in a number of areas across many initiatives, including projects to eradicate extreme poverty, improve human life and work to create a healthier world in the future. Details of these initiatives can be found in the Social Responsibility section of the Ooredoo Annual Report 2021.

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

The Board of Directors of Ooredoo Q.P.S.C. ("Ooredoo") and its consolidated subsidiaries (together the "Group") is responsible for establishing and maintaining ade-quate internal control over financial reporting (ICOFR) based on the framework and the criteria established in Internal Control – Integrated Framework (2013), issued by the Committee of Sponsoring Organizations of the Treadway Commission ("COSO").

Our internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the Group's consolidated financial statements for external reporting purposes in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board ("IASB"). ICOFR includes controls over disclosures in the consolidated financial statements and procedures designed to prevent material misstatements.

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

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

We have conducted an evaluation of the **design and the operating effectiveness** of internal control over financial reporting, as of December 31, 2021, based on the framework and the criteria established in COSO.

We have covered all the significant business processes in our assessment of internal control over financial reporting as of December 31, 2021.

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

Risks in Financial Reporting

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

To confine those risks of financial reporting, the **Group** has established ICOFR with the aim of providing reasonable but not absolute assurance against material misstatements and conducted an assessment of the effectiveness of the **Group's** internal control over financial reporting based on the COSO framework. COSO recommends the establishment of specific objectives to facilitate the design and evaluate adequacy of a control system.

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

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

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

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

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

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

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

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

As part of designing and establishing ICOFR, management has adopted and addressed the following financial statement objectives:

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

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

Organization of the Internal Control System

Functions Involved in the System of Internal Control over Financial Reporting

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

Controls to Minimize the Risk of Financial Reporting Misstatement

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

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

Measuring Design and Operating Effectiveness of Internal Control

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

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

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

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

The processes of the Group at 31 December 2021 that were determined as significant are:

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

As a result of the assessment of the design and operating effectiveness of ICOFR, the Board of Directors did not identify any material weaknesses and concluded that ICOFR was appropriately designed and operated effectively as of December 31, 2021.

Independent Assurance Report on Compliance with Qatar Financial Markets Authority Laws and relevant legislations

Report on Compliance with Qatar Financial Markets Authority's (QFMA's) law and related legislation, including the Governance Code for Companies & Legal Entities Listed on the Main Market Issued by the QFMA's Board pursuant to the QFMA's Decision No. (5) of 2016 as at 31 December 2021 ("QFMA's Requirements")

Introduction
In accordance with the requirements of Article 24 of the Governance Code for Companies & Legal Entities Listed on the Main Market (the "Governance Code" or the "Code") issued by the Qatar Financial Markets Authority (QFMA) Board pursuant to Decision No. (5) of 2016, we have carried out a limited assurance engagement over the Board of Directors' assessment of compliance with the QFMA's Requirements, as included in the relevant sections of the Corporate Governance Report, of Ooredoo Q.P.S.C. (the "Company") and its subsidiaries (together the "Group") as at 31 December 2021.

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

The Board of Directors are also responsible for ensuring the Group's compliance with the QFMA's Requirements and preparing the Board of Directors' assessment of compliance with QFMA's Requirements.

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

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

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

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

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

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

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

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

- made inquiries of management to obtain an understanding of the processes followed to identify the requirements of the QFMA's Requirements; the procedures adopted by management to comply with these Requirements and the methodology adopted by management to assess compliance with these Requirements (this included analysing the reporting of subsidiary companies, selected on the basis of their inherent risk and materiality to Group when applicable), to understand the key processes and controls for reporting compliance with the QFMA's Requirements;
- considered the disclosures by comparing the contents of the Board of Directors' assessment on compliance with QFMA's Requirements, as included in the Corporate Governance Report, against the requirements of Article 4 of the Code;
- agreed the relevant contents of the Board of Directors' assessment on compliance with QFMA's Requirements, as included in the Corporate Governance Report, to the underlying records maintained by the Group; and
- performed limited substantive testing on a selective basis, when deemed necessary, to assess compliance with the QFMA's Requirements, and observed evidences gathered by management; and assessed whether violations of the QFMA's Requirements, if any, have been disclosed by the Board of Directors, in all material respects.

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

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

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

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

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

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

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

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

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

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

Conclusion
Based on our limited assurance procedures described in this report, nothing has come to our attention that causes us to believe that the Board of Directors' assessment of compliance with QFMA's Requirements, as included in the Corporate Governance Report, does not present fairly, in all material respects, the Group's compliance with the QFMA's Requirements as at 31 December 2021.

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

Mark Menton
Auditor's registration number 364
Doha, State of Qatar
14 February 2022

P. O. Box : 6689
Doha, State of Qatar

Independent Assurance Report on Internal Control over Financial Reporting

Report on the suitability of design and operating effectiveness of internal controls over financial reporting of significant processes as at 31 December 2021

Introduction

In accordance with the requirements of Article 24 of the Governance Code for Companies & Legal Entities Listed in the Main Market (the "Governance Code" or the "Code") issued by the Board of Directors of the Qatar Financial Markets Authority (QFMA) No. (5) for 2016, we have carried out a reasonable assurance engagement over the "Board of Directors' Report on Internal Controls over Financial Reporting" of Ooredoo Q.P.S.C. (the "Company") and its subsidiaries (together the "Group") as at 31 December 2021, based on the framework issued by the Committee Of Sponsoring Organisations of the Treadway Commission "COSO Framework", as presented in section 28 of the Annual Report.

Responsibilities of the directors and those charged with governance

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

- the Board of Directors' assessment of the suitability of design of internal controls framework over financial reporting;
- description of the identification of significant processes and internal controls over financial reporting; and
- assessment of the severity of design and operating effectiveness of control deficiencies, if any noted, and not remediated at 31 December 2021.

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

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

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

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

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

Responsibilities of the assurance practitioner

Our responsibilities are express a reasonable assurance conclusion based on our assurance procedures on the "Board of Directors' Report on Internal Controls over Financial Reporting", as presented in section 28 of the Annual Report based on the COSO framework.

We have conducted our engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements Other Than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board ('IAASB'). This standard requires that we plan and perform our procedures to obtain reasonable assurance on the Board of Directors' assessment of suitability of the design and operating effectiveness of the internal controls over financial reporting of significant processes, as presented in "Board of Directors' Report on Internal Controls over Financial Reporting " , as presented in section 28 of the Annual Report in all material respects, to achieve the related control objectives stated in the description of the relevant processes by management, based on the COSO framework.

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

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

An assurance engagement to express a reasonable assurance conclusion on the "Board of Directors' Report on Internal Controls over Financial Reporting" based on the COSO framework, as presented in section 28 of the Annual Report, involves performing procedures to obtain evidence about the fairness of the presentation of the report. Our procedures on internal controls over financial reporting included:

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

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

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

The procedures selected depend on our judgement, including the assessment of the risks of material misstatement of the suitability of design and operation, whether due to fraud or error. Our procedures also included assessing the risks that the controls were not suitably designed to achieve the related control objectives stated in the "Board of Directors Report on Internal Controls over Financial Reporting", as presented in section 28 of the Annual Report. Our procedures included testing the operating effectiveness of those controls that we consider necessary to provide reasonable assurance that the related control objectives were achieved.

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

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion on the Board of Directors' Report on Internal Controls over Financial Reporting, as presented in section 28 of the Annual Report.

Other information

The Board of Directors are responsible for the other information. The other information comprise the Annual Report (but does not include the "Board of Directors Report on Internal Controls over Financial Reporting" presented in section 28), which we obtained prior to the date of this assurance report.

Our conclusions on the "Board of Directors' Report on Internal Controls over Financial Reporting", as presented in section 28 of the Annual Report, do not cover the other information and we do not, and will not express any form of assurance conclusion thereon.

In connection with our assurance engagement on the "Board of Directors' Report on Internal Controls over Financial Reporting", as presented in section 28 of the Annual Report our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with our knowledge obtained in the engagement, or otherwise appears to be materially misstated.

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

Conclusion

In our opinion, based on the results of our reasonable assurance procedures, the Board of Directors assessment of the suitability of the design and the operating effectiveness of the Group's internal controls over financial reporting of significant processes, based on the COSO framework and as presented in the "Board of Directors' Report on Internal Controls over Financial Reporting", as presented in section 28 of the Annual Report, is presented fairly, in all material respects, as at 31 December 2021.

For and on behalf of PricewaterhouseCoopers – Qatar Branch

Qatar Financial Market Authority registration number 120155

Mark Menton

Auditor's registration number 364

Doha, State of Qatar

14 February 2022

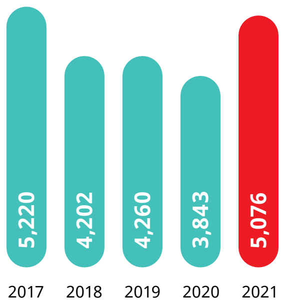
P. O. Box : 6689

Doha, State of Qatar

Financial Review

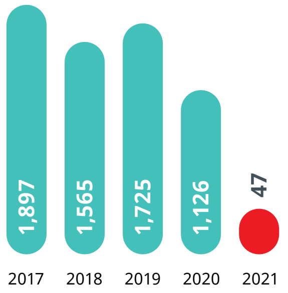
EBIT
Amount in QR Millions

5,076m



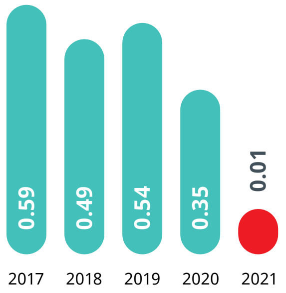
Net Profit Attributable to Ooredoo Shareholders
Amount in QR Millions

47m



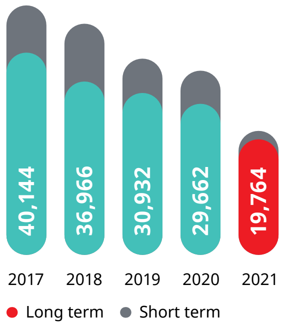
Earnings per share
Amount in QR

0.01



Total Group debt
Amount in QR Millions (Note F)

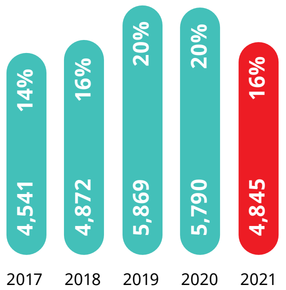
19,764m



*Debt for 2021 excludes Indosat Ooredoo which is treated as held for sale.

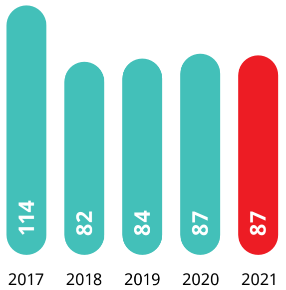
Capital expenditure * & Capital expenditure to Revenue (%)
Amount in QR Millions (Note C)

4,845

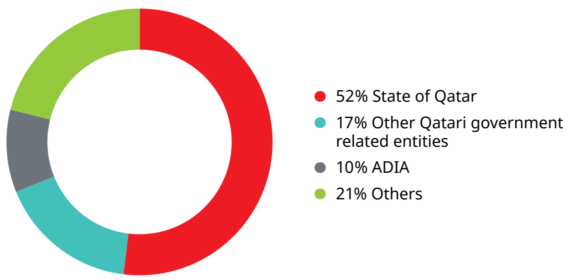


Proportional customers
Numbers in Millions (Note G)

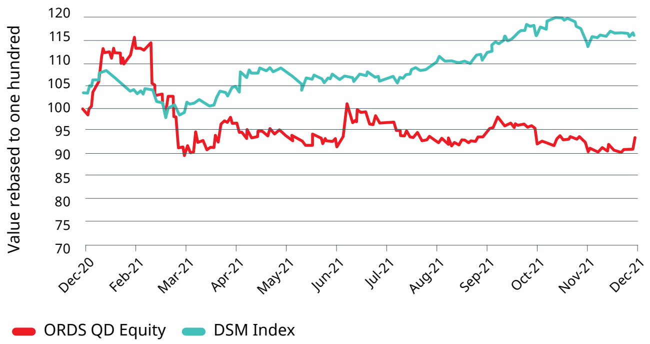
87



Company ownership profile



Share price performance



		2021	2020	% change 2020 to 2021	2019	% change 2019 to 2021
Operations						
Revenue	QR millions	**29,900**	28,867	4%	29,916	0%
EBITDA (Note A)	QR millions	**13,050**	12,088	8%	12,847	2%
EBITDA margin	Percentage	**44%**	42%		43%	
Net profit attributable to Ooredoo shareholders	QR millions	**47**	1,126	-96%	1,725	-97%
Earnings per share (EPS) – basic and diluted	QR	**0.01**	0.35		0.54	
Cash Dividend declared per share (Note B)	QR	**0.30**	0.25		0.25	
Capital expenditure (Note C)	QR millions	**4,845**	5,790	-16%	5,869	-17%
Employees	Number	**15,167**	15,960	-5%	16,717	-9%
Financial position						
Total net assets	QR millions	**26,409**	28,201	-6%	29,105	-9%
Net debt (Note D)	QR millions	**22,771**	24,177	-6%	24,975	-9%
Net debt to EBITDA	Multiples	**1.5**	1.9		1.8	
Free cash flow (Note E)	QR millions	**8,205**	6,298	30%	3,958	107%
Market capitalization	QR millions	**22,486**	24,088	-7%	22,679	-1%
Customers						
Wireless postpaid (incl. wireless broadband)	Thousands	**6,524**	5,838	12%	5,288	23%
Wireless prepaid	Thousands	**114,025**	113,699	0%	111,072	3%
Fixed line (incl. fixed wireless)	Thousands	**802**	820	-2%	877	-9%
Total customers	Thousands	**121,352**	120,357	1%	117,237	4%

Note A EBITDA = Revenue - operating expenses* + Share of results from associates and joint ventures
* Operating expenses = Network, interconnect and other operating expenses + Employee salaries and associated costs + Impairment loss provision on financial assets
Note B Cash Dividend declared per share for 2021 represents proposed dividend
Note C Capital expenditure does not include licence costs.
Note D Net debt = total loans and borrowings + contingent liabilities (letters of guarantee + letters of credit) + lease liabilities + vendor financing less cash (net of restricted cash and cash held below BBB+ rating).
Note E Free cash flow = EBITDA minus capital expenditure
Note F Short term debt includes debt with a maturity of less than twelve months.
Note G Proportional customers represent the customers for each operating company, multiplied by the effective stake in that operating company.

Section 5

Financial Report

Detailing Ooredoo's consolidated financial position and performance in 2021.

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TO THE SHAREHOLDERS OF OOREDOO Q.P.S.C.

REPORT ON THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our opinion

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

What we have audited

The Group's consolidated financial statements comprise:

- the consolidated statement of profit or loss for the year ended 31 December 2021;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of financial position as at 31 December 2021
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, which include significant accounting policies and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report.

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

Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) and the ethical requirements that are relevant to our audit of the consolidated financial statements in the State of Qatar. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Our audit approach

Overview

Key audit matters

- Revenue recognition and related complex IT systems.
- Carrying value of cash generating units, including goodwill.
- Accounting treatment for uncertain tax exposures, regulatory and pending litigation exposures in the various markets that the Group operates in.

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

Key audit matters

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

Key Audit matter	How our audit addressed the Key audit matter
Revenue recognition and related complex IT systems	
The Group reported revenue of QR. 29,899,742 thousand from telecommunication related activities. We considered this area to be a matter of most significance, as there is an inherent risk around the recognition of revenue in telecommunication services given that revenue is processed by complex IT systems involving large volumes of data with a combination of different products, services, and related prices. In addition, the application of the revenue accounting standard is complex and involves several key judgements and estimates. This resulted in a significant portion of our audit effort directed towards this area and related IT systems. Refer to the following notes to the consolidated financial statements for detail: • Note 3: Significant accounting policies • Note 4: Revenue • Note 41: Significant accounting judgements and, estimates	We performed audit procedures over this significant risk area, which included a combination of tests of controls and substantive procedures as described below: • We obtained an understanding of the various significant revenue streams and identified the relevant controls, IT systems, interfaces and reports. • We assessed the Group's revenue accounting policies, including the key judgments and estimates applied by management in consideration of the requirements of IFRS 15. • We placed reliance on the Group's IT systems and key internal controls. We involved our internal Information Technology specialists to assist us with testing the IT general controls and application controls of IT systems connected with the processing of transactions associated with significant revenue streams. • We performed automated and manual controls testing and substantive procedures, to verify accuracy and occurrence of revenue. This included testing the end-to-end reconciliations from data records extracted from source systems to the billing systems and to the general ledger. • We used data analytic tools to identify revenue related manual journals posted to the general ledger and traced them to source systems. • We performed analytical procedures and evaluated underlying source documentation to test the completeness, accuracy and validity of the postings, including those journals we considered unusual in nature. • We tested calls using various parameters to ascertain the instances will accurately be processed through the network elements and until recognition. • We also assessed the adequacy of the Group's disclosures in respect to revenue.
Carrying value of cash generating units, including goodwill	
The Group's net assets include goodwill at the reporting date with a carrying value of QAR 5,175,488 thousand. International Accounting Standards (IAS) 36 Impairment of Assets requires that goodwill acquired in a business combination to be tested for impairment at least annually. In addition, some of the businesses that these balances relate to operate in countries experiencing political instability and/or difficult economic conditions. There is a potential risk that these businesses may not trade in line with expectations and forecasts, resulting in an impairment. The Group's assessment of the value in use ("VIU") of its cash generating units ("CGUs") involves estimation about the future performance of the respective businesses. In particular, the determination of the VIUs is sensitive to the significant assumptions of projected earnings before interest, taxes, depreciation and amortization (EBITDA) growth, long-term growth rates, and discount rates. As a result of the impairment tests performed, an impairment of goodwill and non-current assets amounting to QAR 2,252 million was recognised during the year ended 31 December 2021 in relation to the Group's operations in Myanmar. We considered the Group's impairment assessment to be a matter of most significance to the current year audit due to the significant judgements and assumptions made by management in performing the impairment assessments. Refer to the following notes to the consolidated financial statements for detail: • Note 41: Significant accounting judgements and estimates; • Note 47: Impact of COVID-19; and • Note 13: Intangible assets, goodwill and long-term prepayments.	We performed audit procedures over this significant risk area, which included a combination of tests of controls and substantive procedures as described below: • We obtained an understanding of the business process for the impairment assessment, identifying the relevant internal controls and testing their design, implementation, and operating effectiveness of controls over the impairment process. • We tested the mathematical accuracy of the valuation models used by management. We also assessed the appropriateness of the valuation methodology (discounted cash flows model) applied by management, with reference to market practice and the requirements of International Accounting Standard (IAS) 36 Impairment of Assets. • We assessed the reliability of the Group's budgets included in the business plans (which form the basis of the cash flow forecasts), by comparing current period budgets to actual results and evaluating differences noted against underlying documentation and explanations obtained from management. We also agreed revenue and (EBITDA) used to calculate cash flow forecasts to approved budgets and/or business plans. • We utilised internal valuations specialists at the Group and component levels (where deemed necessary) to support us in assessing the assumptions and methodology used by management, and in particular, we independently calculated the weighted average cost of capital and terminal growth rates for each significant cash generating unit. • We performed sensitivity analyses to determine the changes in key assumptions, namely, discount rates, terminal growth rates and forecast cash flows that would result in an impairment. We considered whether such changes were reasonably likely. • We also assessed the adequacy of the related disclosures provided in Note 13 to the consolidated financial statements, in particular the sensitivity disclosures in relation to reasonably possible changes in assumptions that could result in impairment.

Key Audit matter	How our audit addressed the Key audit matter
Accounting treatment for uncertain tax exposures, regulatory and pending litigation exposures in the various markets that the Group operates in	
The Group operates across multiple tax and regulatory jurisdictions and due to the inherent nature of exposures, rulings issued, assessments by tax and regulatory authorities and litigation in certain markets, the Group is exposed to various tax, legal and regulatory matters. In accounting for these matters, management applies significant judgment in estimating the provisions and related disclosures in accordance with IFRS. We considered the accounting treatment for uncertain tax exposures, regulatory and pending litigation exposures in the various markets that the Group operates in to be a matter of most significance to the current year's audit due to the magnitude, complexity and nature of these exposures, and that a significant level of management judgement is required in interpreting specific legislation, regulatory provisions or practices to determine whether a liability is required to be recognised or a contingent liability to be disclosed. Refer to the following notes to the consolidated financial statements for detail: • Note 37: Commitments, contingent liabilities and litigations; • Note 41: Significant accounting judgements and, estimates; and • Note 47: Impact of COVID-19	In response to the significant risk associated with the accounting treatment of uncertain tax exposures, regulatory and pending litigation, we performed the following procedures: • We obtained an understanding of the Group's policies in addressing tax, legal and regulatory requirements. • We assessed the adequacy of the design, implementation, and operating effectiveness of controls over legal, regulatory, and tax registers, which includes the type of claim, amount, provision, and calculation of net exposure. • We held discussions with the Group's tax, legal and regulatory teams to evaluate management's assessment of the potential outcome of significant exposures and we also discussed with management the facts and circumstances surrounding the significant exposures of the Group in order to evaluate the reasonableness of management's conclusions. • We held discussions and reviewed reporting deliverables from our component audit teams in relation to significant exposures in overseas subsidiaries. Our component teams also utilised relevant local tax and/or legal experts as necessary in arriving at their conclusions. • We obtained and reviewed external legal and tax opinions, legal confirmations and other relevant documents supporting management's conclusions on these matters. Where necessary, we held discussions with management's legal department regarding material cases. • With the support of our component audit teams, we evaluated in-country management's tax, legal and regulatory exposures assessment reports for consistency with reports prepared by Group management. • We also assessed the adequacy of the related disclosures provided in Note 37 to the consolidated financial statements.

Other information

The Directors are responsible for the other information. The other information comprises the Annual Report (but does not include the consolidated financial statements and our auditor's report thereon).

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

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

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS and with the requirements of the Qatar Commercial Companies Law number 11 of 2015, as amended by Law number 8 of 2021, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

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

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

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

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

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

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

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

As disclosed in Note 1 to the consolidated financial statements, during the year Law Number 8 of 2021 came into effect amending certain provisions of the Qatar Commercial Companies' Law number 11 of 2015. As of the year ended 31 December 2021, the Company is in the process of completing formalities to make the required changes and also to allow for the payment of fixed Directors' remuneration.

Further, as required by the Qatar Commercial Companies Law number 11 of 2015, as amended by Law number 8 of 2021, we report that:

- We have obtained all the information we considered necessary for the purpose of our audit;
- The Company has carried out a physical verification of inventories at the year-end in accordance with observed principles;
- The Company has maintained proper books of account and the consolidated financial statements are in agreement therewith;
- The financial information included in the Board of Directors' Report is in agreement with the books and records of the Company; and
- Nothing has come to our attention, which causes us to believe that the Company has breached any of the provisions of the Qatar Commercial Companies Law number 11 of 2015, as amended by Law number 8 of 2021, or of its Articles of Association, which would materially affect the reported results of its operations or its financial position as at 31 December 2021.

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

Mark Menton
Auditor's registration number 364

Doha, State of Qatar
14 February 2022

PRICEWATERHOUSECOOPERS - Qatar Branch
P. O. Box : 6689
Doha, State of Qatar

Consolidated Statement of Profit or Loss

For the year ended 31 December 2021

	Note	2021 QR.'000	2020* QR.'000
Revenue	4	**29,899,742**	28,866,565
Other income	5	**494,904**	458,026
Network, interconnect and other operating expenses	6	**(13,486,389)**	(13,194,381)
Employee salaries and associated costs		**(3,213,071)**	(3,258,375)
Depreciation and amortisation	7	**(7,974,443)**	(8,245,460)
Finance costs	8	**(1,994,364)**	(2,149,685)
Finance income	8	**190,055**	254,109
Share of profit of associates and joint ventures	16	**80,462**	35,276
Impairment losses on financial assets	38	**(230,383)**	(360,775)
Impairment losses on goodwill and other non-financial assets	26	**(2,400,464)**	(407,184)
Gain on sale of towers	9.1	**1,566,903**	-
Other (losses)/gains – net	9.2	**(715,569)**	12,589
Royalties and fees	10	**(538,066)**	(385,676)
Profit before income tax		**1,679,317**	1,625,029
Income tax expense	19	**(626,697)**	(203,099)
Profit for the year		**1,052,620**	1,421,930
Profit attributable to:			
Shareholders of the parent		**46,918**	1,126,475
Non-controlling interests		**1,005,702**	295,455
		1,052,620	1,421,930
Basic and diluted earnings per share (Attributable to shareholders of the parent) (Expressed in QR. per share)	11	**0.01**	0.35

* Refer to note 48 for details regarding certain reclassifications.

Independent auditor's report is set out in pages 106-109.
The accompanying notes set out in pages 118 to 174 form an integral part of these consolidated financial statements.

Consolidated Statement of Comprehensive Income

For the year ended 31 December 2021

	2021 QR.'000	2020 QR.'000
Profit for the year	**1,052,620**	1,421,930
Other comprehensive loss		
Items that may be reclassified subsequently to profit or loss		
Effective portion of changes in fair value of cash flow hedges	**6,303**	(5,584)
Share of other comprehensive loss of associates and joint ventures	**(2,785)**	(15,757)
Foreign currency translation differences	**(851,985)**	(863,769)
Items that will not be reclassified subsequently to profit or loss		
Net changes in fair value on investments in equity instruments designated as at FVTOCI	**(21,309)**	(67,953)
Net changes in employees' benefits reserve	**15,210**	(29,956)
Other comprehensive loss – net of tax	**(854,566)**	(983,019)
Total comprehensive income for the year	**198,054**	438,911
Total comprehensive income attributable to:		
Shareholders of the parent	**(725,623)**	464,681
Non-controlling interests	**923,677**	(25,770)
	198,054	438,911

Consolidated Statement of Financial Position

As at 31 December 2021

	Note	2021 QR.'000	2020* QR.'000
ASSETS			
Non-current assets			
Property, plant and equipment	12	**14,868,664**	26,120,103
Intangible assets, goodwill and long-term prepayments	13	**18,088,422**	26,454,938
Right-of-use assets	14	**2,860,655**	6,710,353
Investment properties	15	**133,960**	46,581
Investment in associates and joint ventures	16	**1,646,154**	1,695,507
Financial assets – equity instruments	17	**686,078**	789,007
Other non-current assets	18	**184,744**	777,742
Deferred tax assets	19	**365,551**	643,104
Contract costs	20	**111,897**	151,431
Total non-current assets		**38,946,125**	63,388,766
Current assets			
Inventories	21	**364,994**	397,802
Contract costs	20	**181,287**	196,958
Trade and other receivables	22	**5,300,765**	7,783,113
Bank balances and cash	23	**11,670,454**	15,678,488
		17,517,500	24,056,361
Assets classified as held for sale	46	**20,893,903**	291,934
Total current assets		**38,411,403**	24,348,295
Total assets		**77,357,528**	87,737,061
EQUITY AND LIABILITIES			
EQUITY			
Share capital	24	**3,203,200**	3,203,200
Legal reserve	25	**12,434,282**	12,434,282
Fair value and other reserves	25	**393,453**	410,925
Employees' benefits reserve	25	**(5,583)**	(11,273)
Translation reserve	25	**(8,634,620)**	(7,869,693)
Other statutory reserves	25	**1,326,968**	1,304,333
Retained earnings		**12,504,113**	13,277,770
Equity attributable to shareholders of the parent		**21,221,813**	22,749,544
Non-controlling interests		**5,186,715**	5,451,279
Total equity		**26,408,528**	28,200,823

PricewaterhouseCoopers
FOR IDENTIFICATION PURPOSE ONLY

Independent auditor's report is set out in pages 106-109.
The accompanying notes set out in pages 118 to 174 form an integral part of these consolidated financial statements.

	Note	2021 QR.'000	2020* QR.'000
LIABILITIES			
Non-current liabilities			
Loans and borrowings	28	**18,943,487**	24,325,514
Employees' benefits	29	**572,093**	757,163
Lease liabilities	32	**3,557,607**	6,263,940
Deferred tax liabilities	19	**–**	301,438
Other non-current liabilities	30	**913,591**	2,550,753
Contract liabilities	33	**9,972**	8,247
Total non-current liabilities		**23,996,750**	34,207,055
Current liabilities			
Loans and borrowings	28	**824,968**	5,469,301
Lease liabilities	32	**629,569**	1,096,463
Trade and other payables	31	**8,943,056**	15,333,582
Deferred income	27	**1,264,377**	2,154,890
Contract liabilities	33	**46,748**	192,456
Income tax payable	19	**320,220**	1,082,491
		12,028,938	25,329,183
Liabilities directly associated with assets held for sale	46	**14,923,312**	–
Total current liabilities		**26,952,250**	25,329,183
Total liabilities		**50,949,000**	59,536,238
Total equity and liabilities		**77,357,528**	87,737,061

* Refer to note 48 for details regarding certain reclassifications.

Faisal Bin Thani Al Thani
Chairman

Nasser Mohammed Marafih
Deputy Chairman

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Independent auditor's report is set out in pages 106-109.
The accompanying notes set out in pages 118 to 174 form an integral part of these consolidated financial statements.

Consolidated Statement of Changes in Equity

For the year ended 31 December 2021

	Share capital	Legal reserve	Fair value and other reserves	Employees' benefits reserve	Translation reserve	Other statutory reserves	Retained earnings	Total	Non-controlling interests	Total equity
	Attributable to shareholders of the parent									
	QR.'000	QR.'000	QR.'000	QR.'000	QR.'000	QR.'000	QR.'000	QR.'000	QR.'000	QR.'000
At 1 January 2020	3,203,200	12,434,282	550,809	5,975	(7,314,294)	1,299,489	12,947,508	23,126,969	5,978,017	29,104,986
Profit for the year	–	–	–	–	–	–	1,126,475	1,126,475	295,455	1,421,930
Other comprehensive loss	–	–	(89,147)	(17,248)	(555,399)	–	–	(661,794)	(321,225)	(983,019)
Total comprehensive income/ (loss) for the year	–	–	(89,147)	(17,248)	(555,399)	–	1,126,475	464,681	(25,770)	438,911
Realized gain on FVTOCI investment recycled to retained earnings	–	–	(50,737)	–	–	–	50,737	–	–	–
Transactions with shareholders of the parent, recognised directly in equity										
Dividends (Note 34)	–	–	–	–	–	–	(800,800)	(800,800)	–	(800,800)
Transfer to other statutory reserves	–	–	–	–	–	4,844	(4,844)	–	–	–
Transactions with non-controlling interests, recognised directly in equity			–							
Change in non-controlling interest of associate	–	–		–	–	–	639	639	–	639
Dividends paid to non-controlling interest	–	–	–	–	–	–	–	–	(500,667)	(500,667)
Transactions with non-owners of the Group, recognised directly in equity										
Transfer to employee association fund	–	–	–	–	–	–	(1,587)	(1,587)	(301)	(1,888)
Transfer to social and sports fund	–	–	–	–	–	–	(40,358)	(40,358)	–	(40,358)
At 31 December 2020	3,203,200	12,434,282	410,925	(11,273)	(7,869,693)	1,304,333	13,277,770	22,749,544	5,451,279	28,200,823

PRICEWATERHOUSECOOPERS
FOR IDENTIFICATION PURPOSE ONLY

Independent auditor's report is set out in pages 106-109.
The accompanying notes set out in pages 118 to 174 form an integral part of these consolidated financial statements.

	Share capital	Legal reserve	Fair value and other reserves	Employees' benefits reserve	Translation reserve	Other statutory reserves	Retained earnings	Total	Non-controlling interests	Total equity
	Attributable to shareholders of the parent									
	QR.'000	QR.'000	QR.'000	QR.'000	QR.'000	QR.'000	QR.'000	QR.'000	QR.'000	QR.'000
At 1 January 2021	3,203,200	12,434,282	410,925	(11,273)	(7,869,693)	1,304,333	13,277,770	22,749,544	5,451,279	28,200,823
Profit for the year	–	–	–	–	–	–	46,918	46,918	1,005,702	1,052,620
Other comprehensive income/ (loss)	–	–	(17,472)	9,858	(764,927)	–	–	(772,541)	(82,025)	(854,566)
Total comprehensive income/ (loss) for the year	–	–	(17,472)	9,858	(764,927)	–	46,918	(725,623)	923,677	198,054
Employee benefit reserve recycled to retained earnings	–	–	–	(4,168)	–	–	4,168	–	–	–
Transactions with shareholders of the parent, recognised directly in equity										
Dividend (Note 34)	–	–	–	–	–	–	(800,800)	(800,800)	–	(800,800)
Transfer to other statutory reserves	–	–	–	–	–	22,635	(22,635)	–	–	–
Transactions with non-controlling interests, recognised directly in equity										
Change in non-controlling interest of associate	–	–	–	–	–	–	1,348	1,348	–	1,348
Dividends paid to non-controlling interest	–	–	–	–	–	–	–	–	(1,187,926)	(1,187,926)
Transactions with non-owners of the Group, recognised directly in equity			–							
Transfer to employee association fund	–	–	–	–	–	–	(1,666)	(1,666)	(315)	(1,981)
Transfer to social and sports fund	–	–	–	–	–	–	(990)	(990)	–	(990)
At 31 December 2021	3,203,200	12,434,282	393,453	(5,583)	(8,634,620)	1,326,968	12,504,113	21,221,813	5,186,715	26,408,528

PRICEWATERHOUSECOOPERS
FOR IDENTIFICATION PURPOSE ONLY

Independent auditor's report is set out in pages 106-109.
The accompanying notes set out in pages 118 to 174 form an integral part of these consolidated financial statements.

Consolidated Statement of Cash Flows

For the year ended 31 December 2021

	Note	2021 QR.'000	2020* QR.'000
Cash flows from operating activities			
Profit before income tax		**1,679,317**	1,625,029
Adjustments for:			
Depreciation and amortisation	7	**7,974,443**	8,245,460
Dividend income	5	**(50,305)**	(68,501)
Impairment losses on financial assets	38	**230,383**	360,775
Impairment losses on goodwill and other non-financial assets	26	**2,400,464**	407,184
Gain on disposal of investments at FVTPL		**–**	26
Changes in fair value of investments at FVTPL		**(18,040)**	(10,733)
Gain on disposal of non financial assets	9.1/9.2	**(1,682,038)**	(142,789)
Gain on disposal of an investment in associate		**–**	(21,407)
Gain on deconsolidation of a subsidiary	9.2	**(250,544)**	-
Finance costs	8	**1,994,364**	2,149,685
Finance income	8	**(190,055)**	(254,109)
Provision for employees' benefits	29	**118,655**	135,380
Share of results of associates and joint ventures	16	**(80,462)**	(35,276)
Operating profit before working capital changes		**12,126,182**	12,390,724
Working capital changes:			
Changes in inventories	21	**28,180**	159,503
Changes in trade and other receivables	22	**214,267**	419,048
Changes in contract costs	20	**33,812**	(5,180)
Changes in trade and other payables	31	**(1,541,663)**	901,939
Changes in contract liabilities	33	**(94,304)**	71,454
Cash generated from operations		**10,766,474**	13,937,488
Interest paid	28	**(1,935,825)**	(1,961,274)
Employees' benefits paid	29	**(183,173)**	(161,355)
Income tax paid	19	**(672,248)**	(704,088)
Net cash generated from operating activities		**7,975,228**	11,110,771

	Note	2021 QR.'000	2020* QR.'000
Cash flows from investing activities			
Acquisition of property, plant and equipment	12	**(4,736,420)**	(5,626,943)
Acquisition of intangible assets	13	**(1,224,986)**	(562,173)
Additional investments in associates		**(809)**	(2,686)
Acquisition of financial assets – equity instruments		**–**	(8,011)
Proceeds from disposal of non financial assets	9.1/9.2	**2,813,609**	343,939
Disposal of available for sale investments		**1,507**	65,817
Proceeds from disposal of an investment in associate		**–**	79,872
Released restricted deposits		**324,100**	110,124
Additions to restricted deposits		**(149,285)**	(185,790)
Net movement in short-term deposits		**(180,047)**	76,511
Movement in other non-current assets		**(55,971)**	(14,452)
Dividends received from an associate and a joint venture		**18,854**	64,186
Other dividends received		**50,305**	68,501
Interest received		**189,382**	253,360
Net cash used in investing activities		**(2,949,761)**	(5,337,745)
Cash flows from financing activities			
Proceeds from loans and borrowings		**10,115,417**	8,244,131
Repayments of loans and borrowings		**(15,525,788)**	(9,205,411)
Principal element of lease payments	32	**(1,084,254)**	(1,280,481)
Additions to deferred financing costs		**(78,396)**	(3,614)
Dividends paid to shareholders of the parent	34	**(800,800)**	(800,800)
Dividends paid to non-controlling interests in subsidiaries		**(1,187,926)**	(500,667)
Movement in other non-current liabilities		**(537,497)**	(344,326)
Net cash used in financing activities		**(9,099,244)**	(3,891,168)
Net (decrease)/increase in cash and cash equivalents		**(4,073,777)**	1,881,858
Cash and cash equivalents at the beginning of the year		**14,609,483**	13,353,881
Effect of exchange rate fluctuations		**1,108,604**	(626,256)
Cash and cash equivalents at the end of the year	23	**11,644,310**	14,609,483

* Refer to note 48 for details regarding certain reclassifications.

PRICEWATERHOUSECOOPERS
FOR IDENTIFICATION PURPOSE ONLY

Independent auditor's report is set out in pages 106-109.
The accompanying notes set out in pages 118 to 174 form an integral part of these consolidated financial statements.

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The accompanying notes set out in pages 118 to 174 form an integral part of these consolidated financial statements.

1. REPORTING ENTITY

Qatar Public Telecommunications Corporation (the "Corporation") was formed on 29 June 1987 domiciled in the State of Qatar by Law No. 13 of 1987 to provide domestic and international telecommunication services within the State of Qatar. The Company's registered office is located at 100 Westbay Tower, Doha, State of Qatar.

The Corporation was transformed into a Qatari Shareholding Company under the name of Qatar Telecom (Qtel) Q.S.C. (the "Company") on 25 November 1998, pursuant to Law No. 21 of 1998.

In June 2013, the legal name of the Company was changed to Ooredoo Q.S.C. This change had been duly approved by the shareholders at the Company's extraordinary general assembly meeting held on 31 March 2013.

The Company changed its legal name from Ooredoo Q.S.C. to Ooredoo Q.P.S.C. to comply with the provisions of the new Qatar Commercial Companies Law issued on 7 July 2015.

The Company is a telecommunications service provider licensed by the Communications Regulatory Authority (CRA) to provide both fixed and mobile telecommunications services in the state of Qatar. As a licensed service provider, the conduct and activities of the Company are regulated by CRA pursuant to Law No. 34 of 2006 (Telecommunications Law) and the Applicable Regulatory Framework.

During the year, the Qatar Commercial law number 11 of 2015 has been amended by Law number 8 of 2021. The management has assessed the compliance of the Company and the required changes to the Article of the Association will be amended in the upcoming Extraordinary General Assembly Meeting.

The Company and its subsidiaries (together referred to as the "Group") provides domestic and international telecommunication services in Qatar and elsewhere in the Asia and Middle East and North African (MENA) region. Qatar Holding L.L.C. is the Parent Company of the Group. Qatar Holding L.L.C. is controlled by Qatar Investment Authority – the sovereign wealth fund of the State of Qatar – (the "Ultimate parent").

In line with an amendment issued by Qatar Financial Markets Authority ("QFMA"), effective from May 2018, listed entities are required to comply with the Qatar Financial Markets Authority's law and relevant legislations including Governance Code for Companies & Legal Entities Listed on the Main Market (the "Governance Code"). The Group has taken appropriate steps to comply with the requirements of the Governance Code.

The consolidated financial statements of the Group for the year ended 31 December 2021 were authorised for issuance in accordance with a resolution of the Board of Directors of the Group on 14 February 2022.

2. BASIS OF PREPARATION

The consolidated financial statements for the year ended 31 December 2021 have been prepared in accordance with the International Financial Reporting Standards (IFRS) as issued by International Accounting Standards Board ("IASB"), IFRS Interpretations Committee (IFRIC) and applicable requirements of the laws in Qatar.

Basis of measurement

The consolidated financial statements have been prepared on a historical cost basis except for the following:

- Equity instruments, classified as Fair Value Through Other Comprehensive Income ("FVTOCI") and Fair Value Through Profit and Loss ("FVTPL"), are measured at fair value;
- Derivative financial instruments are measured at fair value;
- Liabilities for long term incentive points-based payments arrangements are measured at FVTPL; and
- Assets classified as held for sale are measured at the lower of their carrying amount or fair value less cost to sell.

Historical cost is based on the fair value of the consideration, which is given in exchange for goods and services. The methods used to measure fair values are discussed further in note 39.

The consolidated financial statements are prepared in Qatari Riyals, which is the Company's functional and presentation currency, and all values are rounded to the nearest thousands (QR.'000) except when otherwise indicated.

Judgments, estimates and risk management

The preparation of the consolidated financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. The significant judgments made by management in applying the Group's accounting policies, the key sources of estimation uncertainty and financial risk management objectives and policies are disclosed in 38.

3. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements comprise the financial statements of Ooredoo Q.P.S.C. and its subsidiaries. The accounting policies set out below have been applied consistently to all the periods presented (except as mentioned otherwise) in these consolidated financial statements, and have been applied consistently by the Group entities, where necessary, adjustments are made to the financial statements of the subsidiaries to bring their accounting policies in line with those used by the Group.

3.1 GOING CONCERN

The directors have, at the time of approving the consolidated financial statements, a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the consolidated financial statements.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.2 BASIS OF CONSOLIDATION

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company (including structured entities) and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including:

- the size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the company, other vote holders or other parties;
- rights arising from contractual arrangements; and
- any additional facts and circumstances that indicate that the company has or does not have the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit and loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributable to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A. Business combinations and goodwill

The Group accounts for business combinations using the acquisition method when control is transferred to the Group. The consideration transferred in the acquisition is measured at fair value, as are the identifiable net assets acquired, and any amount of any non-controlling interest in the acquiree. Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognised in the consolidated statement of profit or loss immediately. Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Any contingent consideration payable is measured at fair value at the acquisition date. If the contingent consideration is classified as equity, then it is not remeasured and settlement is accounted for within equity. Contingent consideration, classified as an asset or liability that is a financial instrument and within scope of IFRS 9 Financial instruments, is measured at fair value with changes in fair value recognised in the consolidated statement of profit or loss in accordance with IFRS 9. Other contingent considerations that are not within the scope of IFRS 9 are measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interests and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group reassesses whether it correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognized at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognized in profit or loss.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports in the consolidated financial statements provisional amounts for the items for which the accounting is incomplete. During the measurement period, which is no longer than one year from the acquisition date, the provisional amounts recognized at acquisition date are retrospectively adjusted to reflect new information obtained about facts and circumstances that existed as of the acquisition date and, if known, would have affected the measurement of the amounts recognized as of that date. During the measurement period, the Group also recognizes additional assets or liabilities if new information is obtained about facts and circumstances that existed as of the acquisition date and, if known, would have resulted in the recognition of those assets and liabilities as of that date.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED
3.2 BASIS OF CONSOLIDATION CONTINUED
A. Business combinations and goodwill Continued

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of our cash-generating units, or CGUs, that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill acquired in a business combination has yet to be allocated to identifiable CGUs because the initial accounting is incomplete, such provisional goodwill is not tested for impairment unless indicators of impairment exist and we can reliably allocate the carrying amount of goodwill to a CGU or group of CGUs that are expected to benefit from the synergies of the business combination. Where goodwill has been allocated to a CGU and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the disposed operation and the portion of the CGU retained.

B. Non-controlling interests ("NCI")

NCI are measured at their proportionate share of the acquiree's identifiable net assets at the acquisition date. Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

C. Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

D. Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain or loss is recognised in the consolidated statement of profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

E. Interests in associates and joint ventures

Associates are those entities in which the Group has significant influence, but not control or joint control. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

Interests in associates and joint ventures are accounted for using the equity method. They are recognised initially at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and other comprehensive income of associates and joint ventures less any impairment in the value of individual investments. Losses of the associates and joint ventures in excess of the Group's interest are not recognised unless the Group has incurred legal or constructive obligations on their behalf. The carrying values of investments in associates and joint ventures are reviewed on a regular basis and if an impairment in the value has occurred, it is written off in the period in which those circumstances are identified.

Any excess of the cost of acquisition over the Group's share of the fair values of the identifiable net assets of the associates and joint ventures at the date of acquisition is recognised as goodwill and included as part of the cost of investment. Any deficiency of the cost of acquisition below the Group's share of the fair values of the identifiable net assets of the associates and joint ventures at the date of acquisition is credited to the consolidated statement of profit or loss in the year of acquisition.

The Group's share of associates' and joint ventures' results is based on the most recent financial statements or interim financial statements drawn up to the Group's reporting date. For one of the Group's joint ventures, the Group accounts for its share in the results, assets and liabilities of its joint venture, which is an investment entity and applies fair value measurement to its subsidiaries, using the equity method of accounting.

Profits and losses resulting from upstream and downstream transactions between the Group (including its consolidated subsidiaries) and its associate or joint venture are recognised in the Group's consolidated financial statements only to the extent of unrelated group's interests in the associates or joint ventures.

F. Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated. Unrealised gains arising from transactions with associates and joint ventures are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED
3.2 BASIS OF CONSOLIDATION CONTINUED
F. Transactions eliminated on consolidation Continued

The subsidiaries of the Group, incorporated in the consolidated financial statements of Ooredoo Q.P.S.C. are as follows:

Name of subsidiary	Principal activity	Country of incorporation	Group effective shareholding percentage as at 31 December 2021	2020
Ooredoo Investment Holding W.L.L	Investment company	Bahrain	**100%**	100%
Ooredoo International Investments L.L.C	Investment company	Qatar	**100%**	100%
Ooredoo Group L.L.C.	Management service company	Qatar	**100%**	100%
Ooredoo South East Asia Holding W.L.L	Investment company	Bahrain	**100%**	100%
West Bay Holding W.L.L	Investment company	Bahrain	**100%**	100%
Ooredoo Asian Investments Pte. Ltd.	Investment company	Singapore	**100%**	100%
Al Dafna Holding W.L.L	Investment company	Bahrain	**100%**	100%
Al Khor Holding W.L.L	Investment company	Bahrain	**100%**	100%
IP Holdings Limited	Investment company	Cayman Islands	**100%**	100%
Ooredoo Myanmar Tower Holding Co.	Investment company	Cayman Islands	**100%**	100%
wi-tribe Asia Limited	Investment company	Cayman Islands	**100%**	100%
Ooredoo Asia Pte. Ltd.	Investment company	Singapore	**100%**	100%
Ooredoo International Finance Limited	Investment company	Bermuda	**100%**	100%
MENA Investcom W.L.L	Investment company	Bahrain	**100%**	100%
Omani Qatari Telecommunications Company S.A.O.G. ("Ooredoo Oman")	Telecommunication company	Oman	**55.0%**	55.0%
Starlink W.L.L.	Telecommunication company	Qatar	**72.5%**	72.5%
National Mobile Telecommunications Company K.S.C.P ("Ooredoo Kuwait")	Telecommunication company	Kuwait	**92.1%**	92.1%
Wataniya International FZ – L.L.C.	Investment company	United Arab Emirates	**92.1%**	92.1%
Al-Bahar United Company W.L.L. ("Phono")	Telecommunication company	Kuwait	**92.1%**	92.1%
Al Wataniya Gulf Telecommunications Holding Company W.L.L	Investment company	Bahrain	**92.1%**	92.1%
Ooredoo Maldives PLC	Telecommunication company	Maldives	**83.3%**	83.3%
WARF Telecom International Pvt. Ltd.	Telecommunication company	Maldives	**59.9%**	59.9%
Wataniya Telecom Algerie S.P.A. ("Ooredoo Algeria")	Telecommunication company	Algeria	**74.4%**	74.4%
Ooredoo Consortium Ltd.	Investment company	Malta	**92.1%**	92.1%
Duqm Data Centre SAOC (i)	Telecommunication company	Oman	**39.0%**	39.0%
Ooredoo Tunisia Holdings Ltd.	Investment company	Malta	**92.1%**	92.1%
Ooredoo Malta Holdings Ltd.	Investment company	Malta	**100%**	100%
Ooredoo Tunisie S.A.	Telecommunication company	Tunisia	**84.1%**	84.1%
Wataniya Palestine Mobile Telecommunications Public Shareholding Company ("Ooredoo Palestine") (ii)	Telecommunication company	Palestine	**45.4%**	45.4%
Raywood Inc.	Investment company	Cayman Islands	**100%**	100%
Newood Inc.	Investment company	Cayman Islands	**100%**	100%
Midya Telecom Company Limited ("Fanoos") (iii)	Telecommunication company	Iraq	**49.0%**	49.0%
Al-Rowad General Services Limited	Investment company	Iraq	**100%**	100%
Asiacell Communications PJSC	Telecommunication company	Iraq	**64.1%**	64.1%
wi-tribe Limited	Investment company	Cayman Islands	**86.1%**	86.1%

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.2 BASIS OF CONSOLIDATION CONTINUED

F. Transactions eliminated on consolidation Continued

Name of subsidiary	Principal activity	Country of incorporation	Group effective shareholding percentage as at 31 December 2021	2020
Barzan Holding W.L.L	Investment company	Bahrain	**100%**	100%
Laffan Holding W.L.L	Investment company	Bahrain	**100%**	100%
Zekreet Holding W.L.L	Investment company	Bahrain	**100%**	100%
Ooredoo Myanmar Ltd.	Telecommunication company	Myanmar	**100%**	100%
Al Wokaer Holding W.L.L	Investment company	Bahrain	**100%**	100%
Al Wakrah Holding W.L.L	Investment company	Bahrain	**100%**	100%
Ooredoo Tamweel Ltd.	Investment company	Cayman Islands	**100%**	100%
Ooredoo IP L.L.C.	Management service company	Qatar	**100%**	100%
Ooredoo Global Services L.L.C	Management service company	Qatar	**100%**	100%
Seyoula International Investments W.L.L	Investment company	Qatar	**100%**	100%
Fast Telecommunications Company W.L.L.	Telecommunication company	Kuwait	**92.1%**	92.1%
Ooredoo Myanmar Fintech Limited	Telecommunication company	Myanmar	**100%**	100%
OIH Investment L.L.C.	Investment company	Qatar	**100%**	100%
Al Wokaer East L.L.C.	Investment company	Qatar	**100%**	100%
Barzan East L.L.C.	Investment company	Qatar	**100%**	100%
Ooredoo Financial Services L.L.C	Investment company	Qatar	**100%**	100%
Al Wakra East L.L.C.	Investment company	Qatar	**100%**	100%
OSEA Investment L.L.C.	Investment company	Qatar	**100%**	100%
AlAbraj Alaoula for General Contracting W.L.L	Contracting Company	Qatar	**100%**	–
Eurl Mediterraneenne Prestations De Services	Contracting Company	Algeria	**74.4%**	–
Gulf Towers S.P.C	Contracting and Maintenance Company	Oman	**55.0%**	–
Kuwait Towers W.L.L	Trading and Contracting Company	Kuwait	**92.1%**	–
Tunisia Towers Infraco L.L.C	Advisory services on telecommunications	Tunisia	**84.1%**	–
PT. Indosat Tbk (“Indosat Ooredoo”)	Telecommunication company	Indonesia	**65.0%**	65.0%
Indosat Singapore Pte. Ltd.	Management service company	Singapore	**65.0%**	65.0%
PT Indosat Mega Media (v)	Telecommunication company	Indonesia	**–**	64.9%
PT Starone Mitra Telekomunikasi	Telecommunication company	Indonesia	**65.0%**	65.0%
PT Aplikanusa Lintasarta (iv)	Telecommunication company	Indonesia	**47.0%**	47.0%
PT Lintas Media Danawa (iv)	Investment company	Indonesia	**32.9%**	32.9%
PT Interactive Vision Media	Telecommunication company	Indonesia	**64.9%**	64.9%
PT Portal Bursa Digital (iv)	Investment company	Indonesia	**40.3%**	40.3%

(i) The Group holds an effective 39% (2020: 39%) of Duqm Data Centre SAOC and has established control over the entity, as it can demonstrate power, indirectly, through Omani Qatari Telecommunications Company S.A.O.G. (“Ooredoo Oman”) by virtue of Ooredoo Oman having more than 51% of the voting interest or control in this company. This exposes the Group to variable returns from its investment and gives the Group the ability to affect those returns through its power over them, hence, this company has been considered as a subsidiary of the Group.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.2 BASIS OF CONSOLIDATION CONTINUED

F. Transactions eliminated on consolidation Continued

(ii) The Group holds an effective 45.4% (2020: 45.4%) of Ooredoo Palestine and has established control over the entity as it can demonstrate power through its indirect ownership of National Mobile Telecommunications Company K.S.C.P. (“NMTC”) by virtue of NMTC holding 49.3% of the voting interests in Wataniya Palestine Mobile Telecommunications Public Shareholding Company (“Ooredoo Palestine”) along with its right to appoint the majority of the board of directors at all times, where major decisions are taken with simple majority. NMTC has also entered into an arrangement with the other majority shareholder, where NMTC is able to unilaterally make decisions over the relevant activities of Ooredoo Palestine. This exposes the Group to variable returns and gives the Group the ability to affect those returns through its power over Ooredoo Palestine.

(iii) The Group incorporated Raywood Inc (“Raywood”), a special purpose entity registered in Cayman Islands with 100% (2020: 100%) voting interest held by the Group to carry out investment activities in Iraq. Raywood acquired a 49% voting interest in Midya Telecom Company Limited (“Fanoos”) in Iraq. Although the Group holds less than a majority of the voting rights of Fanoos, the Group can still demonstrate its power by virtue of shareholders’ agreement entered into between Raywood and Fanoos, Iraq. This arrangement exposes the Group to variable returns and gives the Group the ability to affect those returns over Fanoos.

(iv) The Group has the power indirectly through PT Indosat Tbk (“Indosat Ooredoo”) by virtue of Indosat Ooredoo holding more than 50% of the voting interests in these companies. This exposes the Group to variable returns from their investment and gives the Group the ability to affect those returns through its power over them. Hence, these companies have been considered as subsidiaries of the Group.

(v) Refer to note 37 for details regarding the de-consolidation.

3.3 CHANGES TO SIGNIFICANT ACCOUNTING POLICIES

1. New and amended standards adopted by the Group

The following new and revised IFRSs, which became effective for annual periods beginning on or after 1 January 2021, have been adopted in these consolidated financial statements:

New and revised IFRSs	Effective for annual periods beginning on or after
Interest Rate Benchmark Reform Phase 2 – Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16	1 January 2021

In August 2020, the IASB made amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 to address the issues that arise during the reform of an interest rate benchmark rate, including the replacement of one benchmark with an alternative one.

The Phase 2 amendments provide the following reliefs:

- When changing the basis for determining contractual cash flows for financial assets and liabilities (including lease liabilities), the reliefs have the effect that the changes, that are necessary as a direct consequence of IBOR reform and which are considered economically equivalent, will not result in an immediate gain or loss in the income statement.
- The hedge accounting reliefs will allow most IAS 39 or IFRS 9 hedge relationships that are directly affected by IBOR reform to continue. However, additional ineffectiveness might need to be recorded.

The Group has performed exercise to quantify the impact of the amendments as below:

Loans and borrowings:

The following table contains details of all of the financial instruments that Entity A holds at 31 December 2021 which reference USD LIBOR and have not yet transitioned to SONIA or an alternative interest rate benchmark:

Non-derivative assets and liabilities exposed to USD LIBOR measured at amortised cost	Carrying Value at 31 December 2021 QAR.'000	Have yet to transition to an alternative benchmark interest rate as at 31 December 2021: QAR.'000
Loans and Borrowings	19,768,455	4,259,414

Hedge accounting:

For the year ended 31 December 2021, the Group has adopted the following hedge accounting reliefs provided by 'phase 2' of the amendments The Group does not have any financial instrument affected by the one-week and two-month LIBOR that were discontinued in 2021. Overnight, 1-month, 3-month, 6-month, and 12-month maturities will continue to be published through June 2023. The Group will be embarking upon a process over the course of 2022 to replace LIBOR linked contracts with alternative benchmarks.

The Group does not have material exposure from hedge

Financial instruments measured using amortised cost measurement and derivatives:

The Group does not have material exposure to IBOR reform from other financial instruments and derivatives.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.3 CHANGES TO SIGNIFICANT ACCOUNTING POLICIES CONTINUED

1. New and amended standards adopted by the Group Continued

New and revised IFRSs	Effective for annual periods beginning on or after
COVID-19-related Rent Concessions – Amendments to IFRS 16	1 June 2020/1 April 2021

In May 2020, the IASB issued Covid-19-Related Rent Concessions (Amendment to IFRS 16) that provides practical relief to lessees in accounting for rent concessions occurring as a direct consequence of COVID-19, by introducing a practical expedient to IFRS 16. The practical expedient permits a lessee to elect not to assess whether a COVID- 19-related rent concession is a lease modification. A lessee that makes this election shall account for any change in lease payments resulting from the COVID-19-related rent concession the same way it would account for the change applying IFRS 16 if the change were not a lease modification.

The practical expedient applies only to rent concessions occurring as a direct consequence of COVID-19 and only if all of the following conditions are met:

a) The change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change;
b) Any reduction in lease payments affects only payments originally due on or before 30 June 2021 (a rent concession meets this condition if it results in reduced lease payments on or before 30 June 2021 and increased lease payments that extend beyond 30 June 2021); and
c) There is no substantive change to other terms and conditions of the lease.

The relief was originally limited to reduction in lease payments that were due on or before 30 June 2021. However, the IASB subsequently extended this date to 30 June 2022.

In the current financial year, the Group has applied the amendment to IFRS 16 (as issued by the IASB in May 2020).

Their adoption has not had any material impact on the disclosures or on the amounts reported in these consolidated financial statements.

2. Impact of new standards (issued but not yet adopted by the Group)

Certain new accounting standards, amendments to accounting standards and interpretations have been published that are not mandatory for 31 December 2021 reporting periods and have not been early adopted by the Group. The management of the Group is in the process of assessing the impact of these new standards, interpretations and amendments which will be adopted in the Group's consolidated financial statement as and when they are applicable.

3.4 REVENUE

Revenue is measured at an amount that reflects the considerations, to which an entity expects to be entitled in exchange for transferring goods or services to customers, excluding amounts collected on behalf of third parties. Revenue is adjusted for expected discounts and volume discounts, which are estimated based on the historical data or forecast and projections. The Group recognizes revenue when it transfers control over goods or services to its customers.

Revenue from telecommunication services mainly consists of access charges, airtime usage, messaging, interconnect fees, data and connectivity services, connection fees and other related services. Services are offered separately or as bundled packages along with other services and/ or devices.

For bundle packages, the Group accounts for individual products and services separately if they are distinct i.e. if a product or service is separately identifiable from other items in the bundled package and if a customer can benefit from it. The consideration is allocated between separate products and services (i.e. distinct performance obligations, "PO") in a bundle based on their stand-alone selling prices.

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

Recognition of revenue

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

a) the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
b) the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
c) the Group's performance does not create an asset with an alternative use to the entity and the entity has an enforceable right to payment for performance completed to date.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.4 REVENUE CONTINUED

Recognition of revenue Continued

The Group principally obtains revenue from following key segments:

Mobile services

Mobile service contracts typically consist of specific allowances for airtime usage, messaging, data, and connection fees. In this type of arrangement, the customer simultaneously receives and consumes the benefits as the Group performs the service. Thus, the revenue is recognized over the period as and when these services are provided.

Fixed services

The Group offers fixed services which normally include installation and configuration services, internet connectivity, television and telephony services. These services are bundled with locked or unlocked equipment, such as routers and/or set-top boxes. Similar to mobile service contracts, fixed service revenue with locked equipment is recognized over the contract period, whereas revenue recognition for unlocked equipment is upon transfer of control to the customer.

Sale of unlocked devices

Devices such as smartphones, tablets, Mi-Fis and other similar devices that are sold separately and are not bundled with mobile/fixed service contracts, have standalone value to the customer and are unlocked devices. The revenue from the sale of unlocked devices is recognized at a point in time upon transfer of control to the customer.

Interconnection service

Revenue from the interconnection of voice and data traffic with other telecommunications operators is recognised over time as and when the transit occurred across our network.

Revenue from transit services

The Group determines whether it will be acting as principal or an agent on these types of arrangements and accordingly recognises gross revenue if it is a principal, and net revenue if it is an agent. The revenue is recognized over the period as and when these services are provided.

Customer loyalty schemes

The Group has concluded that: (i) it is acting as a principal when the customer loyalty points are redeemed through the Group's own services or products and recognizes revenue on a gross basis; and (ii) is acting as an agent on customer loyalty scheme arrangements which are redeemed through its partners where revenue is recognised on a net basis.

The Group concluded that the loyalty scheme gives rise to a separate performance obligation because it generally provides a material right to the customer. The Group allocates a portion of the transaction price to the loyalty scheme liability based on the relative standard standalone selling price of loyalty points and a contract liability is recognised until the points are redeemed or expired.

Value-added services

The Group has offerings where it provides customers with additional content, such as music and video streaming and SMS services, as Value-Added Services (VAS). For these types of services, the Group determines whether they are acting as a principal and accordingly recognizes gross revenue if it is a principal, and net revenue where they have concluded they are an agent.

Connection fees

The Group has concluded that connection fees charged for the activation of services will be recognized over the contract period. The connection fees that are not considered as a distinct performance obligation shall form part of the transaction price and recognised over the period of service.

Multi elements arrangements (Mobile contract plus handset)

The Group has concluded that in case of multiple elements arrangements with subsidized products delivered in advance, the component delivered in advance (e.g. mobile handset), will require recognition of a contract asset. Contract asset primarily relates to the Group's right to consideration for services and goods provided but not billed at the reporting date.

Installation cost, commissions to third party dealers, marketing expenses

The Group has concluded that commissions and installation costs meet the definition of incremental costs to acquire a contract or a cost to fulfil a contract. The Group has capitalized these expenses as contract cost assets and amortized as per portfolio approach. Recognized contract assets will be subject to impairment assessment under IFRS 9 requirements.

Upfront commission

The Group has concluded that the sale of prepaid cards to dealers or distributors where the Group retains its control over the prepaid cards is assessed as a consignment arrangement. Thus, the Group shall not recognize revenue upon sale to dealers or distributors but upon utilisation or expiration of prepaid cards. Consequently, the commission arising from the sale of prepaid cards is recognized as an expense.

In cases where the Group transfers its control over the prepaid cards to dealers, distributors or customers, the Group has concluded that the upfront commission qualifies as a consideration payable to a customer and therefore will be treated as a reduction of the transaction price. Similarly, the Group shall recognise revenue only upon utilisation or expiration of prepaid cards (expiration typically being 1 to 2 years from the issuance date).

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.4 REVENUE CONTINUED

Recognition of revenue Continued

Commission income

When the Group acts in the capacity of an agent rather than as the principal in the transaction, the revenue recognised is the net amount of commission made by the Group.

Ancillary service income

Revenue from ancillary services is recognised when these services are provided.

Significant financing component

The Group has decided to recognize interest expense at an appropriate annual interest rates over the contract period and total transaction price including financing component is recognized when equipment is delivered to a customer.

Contract assets and liabilities

The Group has determined that contract assets and liabilities are to be recognised at the performance obligation level and not at the contract level and both contract assets and liabilities are to be presented separately in the consolidated financial statements. The Group classifies its contract assets and liabilities as current and non-current based on the timing and pattern of flow of economic benefits.

Discounts and promotions

The Group provides various discounts and promotions to its customers, which may be agreed at inception or provided during the contract term. The impact and accounting of these discounts and promotions vary and may result in recognition of contract assets.

3.5 LEASES

A. Definition of leases

The Group assesses whether a contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

a) The contract involves the use of an identified asset – this may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
b) The Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
c) The Group has the right to direct the use of the asset. The Group has the right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, the Group has the right to direct the use of the asset if either:
   (i) The Group has the right to operate the asset; or
   (ii) The Group designed the asset in a way that predetermines how and for what purpose it will be used.

B. As a lessee

The Group leases several assets including sites, office buildings, shops, vehicles and others. The average lease term is 2 to 20 years. The lease agreements do not impose any covenants but leased assets may not be used as security for borrowing purposes.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate over a period of lease term. The incremental borrowing rate is the rate of interest that the Group would have to pay, to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset, in a similar economic environment. Generally, the Group uses its incremental borrowing rate as the discount rate.

The lease term determined by the Group comprises non-cancellable period of lease contracts, periods covered by an option to extend the lease if the Group is reasonably certain to exercise that option and periods covered by an option to terminate the lease if the Group is reasonably certain not to exercise that option. Lease payments included in the measurement of the lease liability comprise the following:

a) Fixed payments; and
b) Lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.5 LEASES CONTINUED

B. As a lessee Continued

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets, which do not meet the definition of investment properties, separately from other assets and also separately presents lease liabilities, in the consolidated statement of financial position. The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases of all class of underlying assets that have a lease term of 12 months or less, or those leases which have low-value underlying assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

The Group has elected not to separate non-lease components from lease components and instead accounts for each lease component and associated non-lease components as a single lease component.

C. As a lessor

The Group performs an assessment of each lease on inception. If a lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset, it is classified as a finance lease, otherwise, it is classified as an operating lease. The Group also considers certain indicators, such as whether the lease is for the major part of the economic life of the asset, as a part of its assessment.

The operating leases entered into by the Group mainly relate to tower sharing arrangements, which have a lease term of 2 to 15 years. The lessee does not have an option to purchase the asset at the expiry of the lease period, and the unguaranteed residual values do not represent a significant risk for the Group.

The Group has also entered into finance lease arrangements for optical fibre agreements, which have a lease term of 15 to 20 years.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. The lease classification of a sub-lease is assessed with reference to the right-of-use asset arising from the head lease, and not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the claimed exemption, the sub-lease is classified as an operating lease.

When an arrangement contains lease and non-lease components, the Group applies IFRS 15 Revenue from Contracts with Customers to allocate the consideration in the contract. The Group recognises lease payments received under operating leases as income in the consolidated statement of profit or loss, on a straight line basis over the lease term.

3.6 OTHER GAINS / (LOSSES)

Other gains / (losses) represents gains / (losses) generated by the Group that arise from activities outside of the provision for communication services and equipment sales. Key components of other gains / (losses) are recognised as follows:

Fair value gains

Fair value gains on financial assets at fair value through profit or loss, gains on the remeasurement to fair value of any pre-existing interest in an acquire in a business combination and gains on hedging instruments that are recognised in the consolidated statement of profit or loss.

Foreign exchange gain and losses

Foreign currency gains and losses on financial assets and financial liabilities are reported on a net basis as either finance income or finance cost depending on whether foreign currency movements are in a net gain or net loss position.

3.7 TAXES

Some of the subsidiaries, joint ventures and associates are subject to taxes on income in various foreign jurisdictions. Income tax expense represents the sum of current and deferred tax.

Current income tax

Current income tax assets and liabilities for the current year and prior years are measured at the amount expected to be recovered from or paid to the taxation authorities.

The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the financial reporting year and any adjustment to tax payable in respect of previous years.

Deferred income tax

Deferred income tax is provided based on temporary differences at the end of the financial reporting year between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.7 TAXES CONTINUED

***Deferred income tax** Continued*

Deferred income tax liabilities are recognised for all taxable temporary differences, except:

- where the deferred income tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit or loss nor taxable profit or loss; and
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred income tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unutilised tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unutilised tax losses can be utilised except:

- Where the deferred income tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit or loss nor taxable profit or loss; and
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred income tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred income tax assets is reviewed at each end of the financial reporting year and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilised. Unrecognised deferred income tax assets are reassessed at each end of the financial reporting year and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the end of the financial reporting year.

Deferred income tax assets and deferred income tax liabilities are offset, if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred income taxes relate to the same taxable entity and the same taxation authority.

Current and deferred tax for the year

Current and deferred income tax are recognized in profit or loss, except when they relate to items that are recognized in other comprehensive income or directly in equity, in which case, the current deferred tax are also recognized in other comprehensive income or directly in equity respectively. Where current tax or deferred income tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

Tax exposure

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. This assessment relies on estimates and assumptions and may involve a series of judgments about future events. New information may become available that causes the Group to change its judgments regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

3.8 FINANCE COST

Finance costs comprise interest expense on lease liabilities and borrowings, unwinding of the discount on provisions recognised in the consolidated statement of comprehensive income.

3.9 FINANCE INCOME

Finance income comprises interest income on funds invested that is recognised in the consolidated statement of profit or loss. Interest income is recognised as it accrues in profit or loss, using effective interest method.

3.10 PROPERTY, PLANT AND EQUIPMENT

Recognition and measurement

Property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. Assets in the course of construction are carried at cost, less any impairment.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The costs of self-constructed assets include the following:

- The cost of materials and direct labor.
- Any other costs directly attributable to bringing the assets to a working condition for their intended use;
- When the Group has an obligation to remove the asset or restore the site, an estimate of the costs of dismantling and removing the items and restoring the site on which they are located; and
- Capitalized borrowing costs.

Cost also includes transfers from equity of any gain or loss on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment. Purchased software that is integral to the functionality of the related equipment is capitalized as part of that equipment.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.10 PROPERTY, PLANT AND EQUIPMENT CONTINUED

***Recognition and measurement** Continued*

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in the consolidated statement of profit or loss.

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

Transfer to investment properties

When the use of property changes from owner-occupied to investment properties, the property is reclassified accordingly at the carrying amount on the date of transfer in accordance with cost model specified under IAS 40.

Expenditure

Expenditure incurred to replace a component of an item of property, plant and equipment that is accounted for separately is capitalized and the carrying amount of the component that is replaced is written off. Other subsequent expenditure is capitalized only when it increases future economic benefits of the related item of property, plant and equipment. All other expenditure is recognised in the consolidated statement of profit or loss as incurred.

Depreciation

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

Depreciation of these assets commences from the date that they are installed and are ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use. The estimated useful lives of the property, plant and equipment are as follows.

Buildings	5 – 40 years
Exchange and networks assets	5 – 25 years
Subscriber apparatus and other equipment	2 – 10 years

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

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in the consolidated statement of profit or loss in the year the asset is derecognised. The asset's residual values, useful lives and method of depreciation are reviewed, and adjusted if appropriate, at each financial year end.

3.11 BORROWING COSTS

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed as incurred. Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds.

3.12 GOVERNMENT GRANTS

Government grants are not recognized until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognized in profit or loss on a systematic basis over the periods in which the Group recognizes as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets (including property, plant and equipment) are recognized as deferred income in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognized in profit or loss in the period in which they become receivable.

The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.13 INTANGIBLE ASSETS, GOODWILL AND LONG TERM PREPAYMENTS

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is fair value as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. Internally generated intangible assets, excluding capitalised development costs, are not capitalised and expenditure is reflected in the consolidated statement of profit or loss in the year in which the expenditure is incurred.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life is reviewed at each financial year.

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the consolidated statement of profit or loss in the expense category consistent with the nature of the intangible asset.

Research and development

Expenditure on research activities, undertaken with the prospect of gaining new scientific or technical knowledge and understanding, is recognised in profit or loss as incurred.

Development activities involve a plan or design for the production of new or substantially improved products and processes. Development expenditure is capitalized only if development costs can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable, and the Group intends to and has sufficient resources to complete development and to use or sell the asset. The expenditure capitalized includes the cost of materials, direct labor, overhead costs that are directly attributable to preparing the asset for its intended use, and capitalized borrowing costs. Other development expenditure is recognized in profit or loss as incurred. Capitalized development expenditure is measured at cost less accumulated amortisation and any accumulated impairment losses.

Indefeasible rights of use ("IRU" – Long term prepayments)

IRUs correspond to the right to use a portion of the capacity of a terrestrial or submarine transmission cable granted for a fixed period. IRUs are recognised at cost as an asset when the Group has the specific indefeasible right to use an identified portion of the underlying asset, generally optical fibres or dedicated wavelength bandwidth, and the duration of the right is for the major part of the underlying asset's economic life. They are amortised on a straight-line basis over the shorter of the expected period of use and the life of the contract which ranges between 10 to 15 years.

Capital work-in-progress related to IRU is initially presented as part of property, plant and equipment. When the construction or installation and related activities necessary to prepare the IRU for their intended use and operations have been completed, the related IRU will be transferred from property, plant and equipment to long term prepayments based on the specific contractual rights.

The useful lives of intangible assets are assessed to be either finite or indefinite.

Goodwill

Goodwill represents the excess of the cost of the acquisition over the fair value of identifiable net assets of the investee at the date of acquisition which is not identifiable to specific assets.

Goodwill acquired in a business combination from the acquisition date is allocated to each of the Group's cash-generating units, or groups of cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or groups of units.

Each unit or group of units to which the goodwill is allocated:

- represents the lowest level within the Group at which the goodwill is monitored for internal management purposes; and
- is not larger than a segment based on the Group's operating segments as determined in accordance with IFRS 8, Operating Segments.

A summary of the useful lives and amortisation methods of Group's intangible assets other than goodwill are as follows:

	License costs	Customer contracts and related customer relationship	Brand / Trade names	IRU*, software and other intangibles
Useful lives	Finite (10 – 50 years)	Finite (2 – 8 years)	Finite (6 – 25 years)	Finite (3 – 15 years)
Amortisation method used	Amortised on a straight line basis over the periods of availability	Amortised on a straight line basis over the periods of availability	Amortised on a straight line basis over the periods of availability	Amortised on a straight line basis over the periods of availability
Internally generated or acquired	Acquired	Acquired	Acquired	Acquired

* IRUs treated as long term prepayments and generally amortised over (15) years.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.14 INVESTMENT PROPERTIES

Investment properties are properties held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Investment properties are initially measured at cost. Cost includes expenditure that is directly attributable to the acquisition of the investment properties. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and amortisation. Depreciation and amortisation of investment properties are computed using the straight line method over the estimated useful lives (EUL) of assets of twenty (20) years.

When the use of a property changes such that it is reclassified as property and equipment, its fair value at the date of reclassification becomes its cost for subsequent accounting.

Investment properties are depreciated on a straight line basis using estimated useful life of 20 years.

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

3.15 FAIR VALUE MEASUREMENT

For measurement and disclosure purposes, the Group determines the fair value of an asset or liability at initial measurement or at each reporting date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

Fair value for measurement and/ or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of IFRS 2; leasing transactions that are within the scope of IFRS 16 and measurements that have some similarities to fair value, but are not fair value, such as net realisable value in IAS 2 or value in use in IAS 36.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting date.

3.16 FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised in the Group's consolidated statement of financial position when the Group becomes a party to the contractual provisions of the instrument. Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in the consolidated statement of profit or loss.

3.17 FINANCIAL ASSETS

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis.

Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognised financial assets are subsequently measured in their entirety at amortised cost or fair value through other comprehensive or fair value through profit and loss, depending on the classification of the financial assets.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.17 FINANCIAL ASSETS CONTINUED

Classification of financial assets

i. Debt instruments designated at amortised cost

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

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

Amortised cost and effective interest rate method

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

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

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

ii. Debt instruments designated at FVTOCI

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

- The financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

iii. Equity instruments designated as at FVTOCI

On initial recognition, the Group may make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as at FVTOCI. Designation at FVTOCI is not permitted if the equity investment is held for trading or if it is contingent consideration recognised by an acquirer in a business combination.

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the fair value and other reserves. The cumulative gain or loss will not be reclassified to consolidated statement of profit or loss on disposal of the equity investments, instead, they will be transferred to retained earnings.

Dividends on these investments in equity instruments are recognised in consolidated statement of profit or loss unless the dividends clearly represent a recovery of part of the cost of the investment.

iv. Financial assets at FVTPL

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

- Investments in equity instruments are classified as at FVTPL, unless the Group designates an equity investment that is neither held for trading nor a contingent consideration arising from a business combination as at FVTOCI on initial recognition.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in the consolidated statement of profit or loss.

Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period. Specifically:

- for financial assets measured at amortised cost that are not part of a designated hedging relationship, exchange differences are recognised in profit or loss in the 'Other (Losses) / Gains – net' line item (note 9);
- for debt instruments measured at FVTOCI that are not part of a designated hedging relationship, exchange differences on the amortised cost of the debt instrument are recognised in profit or loss in the 'Other (Losses) / Gains – net' line item (note 9). As the foreign currency element recognised in profit or loss is the same as if it was measured at amortised cost, the residual foreign currency element based on the translation of the carrying amount (at fair value) is recognised in other comprehensive income in the investments revaluation reserve;
- for financial assets measured at FVTPL that are not part of a designated hedging relationship, exchange differences are recognised in profit or loss in the 'other income – net' line item as part of the fair value gain or loss; and
- for equity instruments measured at FVTOCI, exchange differences are recognised in other comprehensive income in the investments revaluation reserve.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.17 FINANCIAL ASSETS CONTINUED

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses ("ECL") on investments in debt instruments that are measured at amortised cost or at FVTOCI, trade and other receivables, contract assets, as well as on financial guarantee contracts. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group recognises lifetime ECL for trade and other receivables and contract assets. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate. The Group has identified the GDP and the unemployment rate of the countries in which it sells its goods and services to be the most relevant factors.

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

i. Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

For financial guarantee contracts, the date that the Group becomes a party to the irrevocable commitment is considered to be the date of initial recognition for the purposes of assessing the financial instrument for impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition of a financial guarantee contracts, the Group considers the changes in the risk that the specified debtor will default on the contract.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

ii. Definition of default

The Group employs flowrate models to analyse the historical data collected and generate estimates of probability of default ("PD") of exposures with the passage of time. This analysis includes the identification for any changes in default rates and changes in key macro-economic factors across various geographies of the Group. For trade receivables, the average credit terms are 30-90 days.

iii. Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

a) significant financial difficulty of the issuer or the borrower.
b) a breach of contract, such as a default or past due event.
c) the lender of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession that the lender would not otherwise consider.
d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation;
e) the disappearance of an active market for that financial asset because of financial difficulties; or
f) when the financial asset is 90 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

iv. Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Group's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.17 FINANCIAL ASSETS CONTINUED

iv. Measurement and recognition of expected credit losses *Continued*

For a financial guarantee contract, as the Group is required to make payments only in the event of a default by the debtor in accordance with the terms of the instrument that is guaranteed, the expected loss allowance is the expected payments to reimburse the holder for a credit loss that it incurs less any amounts that the Group expects to receive from the holder, the debtor or any other party.

The Group recognises an impairment gain or loss in consolidated statement of profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognised in other comprehensive income and accumulated in the fair value and other reserves, and does not reduce the carrying amount of the financial asset in the consolidated statement of financial position.

v. Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery.

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Modification of financial assets

The Group sometimes renegotiates or otherwise modifies the contractual terms of the financial assets. The Group assesses whether the modification of contractual cash flows is substantial considering, among others, the following factors: any new contractual terms that substantially affect the risk profile of the asset (e.g. profit share or equity-based return), significant change in interest rate, change in the currency denomination of the instrument, new collateral or credit enhancement that significantly affects the credit risk associated with the asset or a significant extension of a loan when the borrower is not in financial difficulties.

If the modified terms are substantially different, the rights to cash flows from the original asset expire and the Group derecognises the original financial asset and recognises a new asset at its fair value. The date of renegotiation is considered to be the date of initial recognition for subsequent impairment calculation purposes, including determining whether a significant increase event has occurred. The Group also assesses whether the new loan or debt instrument meets the solely payments of principal and interest criterion. Any difference between the carrying amount of the original asset derecognised and fair value of the new substantially modified asset is recognised in profit or loss, unless the substance of the difference is attributed to a capital transaction with owners.

In a situation where the renegotiation was driven by financial difficulties of the counterparty and inability to make the originally agreed payments, the Group compares the original and revised expected cash flows to assets whether the risks and rewards of the asset are substantially different as a result of the contractual modification. If the risks and rewards do not change, the modified asset is not substantially different from the original asset and the modification does not result in derecognition. The Group recalculates the gross carrying amount by discounting the modified contractual cash flows by the original effective interest rate, and recognises a modification gain or loss in profit or loss.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in the consolidated statement of profit or loss. In addition, on derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in the fair value and other reserves is reclassified to consolidated statement of profit or loss. In contrast, on derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the fair value and other reserves is not reclassified to consolidated statement profit or loss, but is transferred to retained earnings.

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

The contractual rights to receive cash flows from the asset have expired.

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

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.18 FINANCIAL LIABILITIES

All financial liabilities are measured either at FVTPL or at amortised cost using the effective interest method.

Financial liabilities at FVTPL

Financial liabilities at FVTPL are stated at fair value, with any gains or losses arising on changes in fair value recognised in the consolidated statement of profit or loss to the extent that they are not part of a designated hedging relationship. The net gain or loss recognised in the consolidated statement profit or loss incorporates any interest paid on the financial liability.

However, for financial liabilities that are designated as at FVTPL, the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of that liability is recognised in consolidated statement of comprehensive income, unless the recognition of the effects of changes in the liability's credit risk in other comprehensive income would create or enlarge an accounting mismatch in the consolidated statement of profit or loss. The remaining amount of change in the fair value of liability is recognised in the consolidated statement of profit or loss. Changes in fair value attributable to a financial liability's credit risk that are recognised in the consolidated statement of comprehensive income are not subsequently reclassified to the consolidated statement of profit or loss; instead, they are transferred to retained earnings upon derecognition of the financial liability.

Gains or losses on financial guarantee contracts issued by the Group that are designated by the Group as at FVTPL are recognised in the consolidated statement of profit or loss.

Financial liabilities measured at amortised cost

Financial liabilities, that are not designated as at FVTPL, are measured subsequently at amortised cost using the effective interest method.

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

Financial guarantee contract liabilities

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

Financial guarantee contract liabilities are measured initially at their fair values and, if not designated as at FVTPL and do not arise from a transfer of an asset, are measured subsequently at the higher of:

- The amount of the loss allowance determined in accordance with IFRS 9 (see financial assets above); and
- The amount recognised initially less, where appropriate, cumulative amortisation recognised in accordance with the revenue recognition policies set out above.

Foreign exchange gains and losses

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments. These foreign exchange gains and losses are recognised in the 'Other (Losses) / Gains – net' line item in profit or loss (note 9) for financial liabilities that are not part of a designated hedging relationship. For those which are designated as a hedging instrument for a hedge of foreign currency risk foreign exchange gains and losses are recognised in other comprehensive income and accumulated in a separate component of equity.

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of the reporting period. For financial liabilities that are measured as at FVTPL, the foreign exchange component forms part of the fair value gains or losses.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in the consolidated statement of profit or loss.

Derivative financial instruments

Derivatives are recognised initially at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship. A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.19 HEDGE ACCOUNTING

The Group may designate certain derivatives as hedging instruments in respect of interest rate risk as cash flow hedges. Hedges of foreign exchange risk on firm commitments are accounted for as cash flow hedges. At the inception of the hedge relationship, the Group documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is effective in offsetting changes in fair values or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationships meet all of the following hedge effectiveness requirements:

- There is an economic relationship between the hedged item and the hedging instrument;
- The effect of credit risk does not dominate the value changes that result from that economic relationship; and
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

If a hedging relationship ceases to meet the hedge effectiveness requirement relating to the hedge ratio but the risk management objective for that designated hedging relationship remains the same, the Group adjusts the hedge ratio of the hedging relationship (i.e. rebalances the hedge) so that it meets the qualifying criteria again.

3.20 SHARE CAPITAL

Ordinary shares

Ordinary shares are classified as equity. The bonus shares and rights issued during the year are shown as an addition to the share capital. Issue of bonus shares are deducted from the accumulated retained earnings of the Group. Any share premium on rights issues are accounted for in compliance with local statutory requirements.

Dividend on ordinary share capital

Dividend distributions to the Group's shareholders are recognized as a liability in the consolidated financial statements in the period in which the dividends are approved by the shareholders. Dividends for the year that are approved after the reporting date of the consolidated financial statements are considered as an event after the reporting date.

3.21 EARNINGS PER SHARE

The Group presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the parent by the weighted average number of ordinary shares outstanding during the year. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares, which comprise convertible notes and share options granted to employees, if any.

Where the effect of the assumed conversion of the convertible notes and the exercise of all outstanding options have an anti-dilutive effect, basic and diluted EPS are stated at the same amount.

3.22 INVENTORIES

Inventories are stated at the lower of cost and net realisable value.

The cost of inventories is based on the weighted average principle, and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition

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

3.23 PROVISIONS

Provisions are recognized when the Group has a present legal or constructive obligation as a result of a past event, and it is probable that the Group will be required to settle that obligation. Provisions are measured as a best estimate of the expenditure required to settle the obligation at the reporting date, and are discounted to present value where the effect is material.

Decommissioning liability

The Group recognises a decommissioning liability where it has a present legal or constructive obligation as a result of past events, and it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount of obligation can be made.

The Group records full provision for the future costs of decommissioning for network and other assets. When the liability is initially recognised, the present value of the estimated costs is capitalised by increasing the carrying amount of the related network and other assets to the extent that it was incurred by the development/ construction.

Changes in the estimated timing or cost of decommissioning are dealt with prospectively by recording an adjustment to the provision and a corresponding adjustment to network and other assets. Any reduction in the decommissioning liability and, therefore, any deduction from the asset to which it relates, may not exceed the carrying amount of that asset. If it does, any excess over the carrying value is taken immediately to the consolidated statement of profit or loss.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.23 PROVISIONS CONTINUED

***Decommissioning liability** Continued*

If the change in estimate results in an increase in the decommissioning liability and, therefore, an addition to the carrying value of the asset, the Group considers whether this is an indication of impairment of the asset as a whole, and if so, tests for impairment. If, the estimate for the revised value of network and other assets net of decommissioning provision exceeds the recoverable value, that portion of the increase is charged directly to expense.

Over time, the discounted liability is increased for the change in present value based on the discount rate that reflects current market assessments and the risks specific to the liability. The periodic unwinding of the discount is recognised in the consolidated statement of profit or loss as a finance cost.

The Group recognises neither the deferred tax asset in respect of the temporary difference on the decommissioning liability nor the corresponding deferred tax liability in respect of the temporary difference on a decommissioning asset.

End of service benefits

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

Pensions and other post-employment benefits

Pension costs under the Group's defined benefit pension plans are determined by periodic actuarial calculation using the projected-unit-credit method and applying the assumptions on discount rate, expected return on plan assets and annual rate of increase in compensation.

The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

The calculation of defined benefit obligations is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Group, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Remeasurements of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognised immediately in other comprehensive income. The Group determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then-net defined benefit liability (asset), taking into account any changes in the net defined benefit liability (asset) during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in the consolidated statement of profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

With respect to the Qatari nationals, the Company makes contributions to Qatar Retirement and Pension Authority as a percentage of the employees' salaries in accordance with the requirements of respective local laws pertaining to retirement and pensions. The share of contributions to these schemes, which are defined contribution schemes under IAS – 19 Employee Benefits are charged to the consolidated statement of profit or loss.

Long-term incentive plan

The Group provides long term incentive points (the "benefit") to its employees under the long term incentive plan. The entitlement to these benefits is based on employee performance and the overall performance of the Group, subject to fulfilling certain conditions ("vesting conditions") under documented plan and is payable upon end of the vesting period (the "exercise date"). The benefit is linked to the performance of employees and the Group, and the Group proportionately recognises the liability against these benefits over the vesting period through the consolidated statement of profit or loss, until the employees become unconditionally entitled to the benefit.

The fair value of the liability is reassessed on each reporting date and any changes in the fair value of the benefit are recognized through the consolidated statement of profit or loss.

Once the benefit is settled in cash at the exercise date, the liability is derecognised. The amount of cash settlement is determined based on a number of factors including the number of incentive points awarded, the Group's operating performance based on predetermined targets and the Group's share price performance over the vesting period. On breach of the vesting conditions, the liability is derecognised through the consolidated statement of profit or loss.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.24 FOREIGN CURRENCY TRANSACTIONS

Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Transactions in foreign currencies are initially recorded by the Group entities at their respective functional currency rate prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency spot rate of exchange ruling at the end of the financial reporting year.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. Foreign currency differences arising on retranslation are recognised in the consolidated statement of profit or loss, except for differences arising on the retranslation of fair value through other comprehensive income which are recognised in other comprehensive income.

Translation of foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Qatari riyals at exchange rates at the reporting date. The income and expenses of foreign operations are translated to Qatari Riyals at exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income, and presented in the foreign currency translation reserve in equity. However, if the operation is a non-wholly-owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the non-controlling interests. When a foreign operation is disposed of such that control or significant influence is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to the consolidated statement of profit or loss as part of the gain or loss on disposal.

When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation while retaining control, the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in an associate that includes a foreign operation while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to consolidated statement of profit or loss.

When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely in the foreseeable future, foreign exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognised in other comprehensive income, and presented in the translation reserve in equity.

3.25 IMPAIRMENT OF NON-FINANCIAL ASSETS

The carrying amounts of the Group's non-financial assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit").

An impairment loss is recognized if the carrying amount of an asset or its cash-generating unit exceeds its estimated recoverable amount. Impairment losses are recognized in the consolidated statement of profit or loss.

Impairment losses recognized in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the units and then to reduce the carrying amount of the other assets in the unit (group of units) on a pro rata basis. Impairment losses recognized in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

3.26 SEGMENT REPORTING

Segment results that are reported to the Group's Chief Operating Decision Maker ("CODM") include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Financial information on operating segments is presented in note 43 to the consolidated financial statements.

3.27 EVENTS AFTER THE REPORTING DATE

The consolidated financial statements are adjusted to reflect events that occurred between the reporting date and the date when the consolidated financial statements are authorised for issue, provided they give evidence of conditions that existed at the reporting date. Any post year-end events that are non-adjusting events are discussed in the consolidated financial statements when material.

3. SIGNIFICANT ACCOUNTING POLICIES CONTINUED

3.28 ACCOUNTING FOR LEVIES

IFRIC 21 governs the accounting for levies that do not fall within the scope of IAS 12 "Income Taxes". The group makes payments to certain regulatory bodies that are based on certain percentages of revenue and adjusted net profits from regulated activities. As such, management has assessed these payments to be in the scope of IFRIC 21, rather than IAS 12 and treated these payments as expenses in the statement of profit or loss.

3.29 ASSETS CLASSIFIED AS HELD FOR SALE

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits, financial assets and investment properties that are carried at fair value and contractual rights under insurance contracts, which are specifically exempt from this requirement.

An impairment loss is recognised for any initial or subsequent write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the noncurrent asset (or disposal group) is recognised at the date of derecognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

Assets classified as held for sale and the assets of a disposal group classified as held for sale are presented separately from the other assets in the balance sheet. The liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the balance sheet.

4. REVENUE

The Group derives its revenue from contracts with customers for the transfer of goods and services over time and at a point in time in the following revenue streams. The disclosure of revenue by streams is consistent with the revenue information that is disclosed for each reportable segment under IFRS 8 (see note 43).

	2021 QR.'000	2020 QR.'000
Revenue from rendering of services	**28,405,651**	27,403,213
Sale of telecommunication equipment	**1,385,124**	1,271,023
Equipment rental revenue	**108,967**	192,329
	29,899,742	28,866,565

	2021 QR.'000	2020 QR.'000
At a point in time	**1,385,124**	1,271,023
Overtime	**28,514,618**	27,595,542
	29,899,742	28,866,565

5. OTHER INCOME

	2021 QR.'000	2020* QR.'000
Dividend income	**50,305**	68,501
Rental income	**45,757**	31,775
Miscellaneous income (i)	**398,842**	357,750
	494,904	458,026

* Refer to note 48 for details regarding certain reclassifications.

(i) Miscellaneous income consists of various individually insignificant amounts.

6. NETWORK, INTERCONNECT AND OTHER OPERATING EXPENSES

	2021 QR.'000	2020* QR.'000
Outpayments and interconnect charges	**2,508,947**	2,189,702
Regulatory and related fees	**2,501,557**	2,488,716
Rentals and utilities	**1,347,513**	1,272,679
Network operation and maintenance	**2,292,626**	2,384,454
Cost of equipment sold and other services	**2,577,267**	2,620,389
Marketing costs and sponsorship	**731,009**	708,591
Commission on cards	**655,214**	693,455
Legal and professional fees	**214,637**	175,268
Other expenses	**656,169**	619,114
Provision for obsolete and slow-moving inventories	**1,450**	42,013
	13,486,389	13,194,381

* Refer to note 48 for details regarding certain reclassifications.

7. DEPRECIATION AND AMORTISATION

	2021 QR.'000	2020 QR.'000
Depreciation of property, plant and equipment	**5,309,905**	5,513,189
Depreciation of investment properties	**13,196**	11,426
Amortisation of intangible assets	**1,455,566**	1,503,210
Amortisation of right-of-use assets	**1,195,776**	1,217,635
	7,974,443	8,245,460

8. FINANCE COSTS AND FINANCE INCOME

	2021 QR.'000	2020* QR.'000
Finance costs		
Interest on loans and borrowings	**1,165,112**	1,412,699
Profit paid on Islamic financing obligations	**39,068**	48,808
Amortisation of deferred financing costs (Note 28)	**44,274**	41,398
Interest on lease liabilities	**638,639**	541,159
Other finance costs	**107,271**	105,621
Total finance cost	**1,994,364**	2,149,685
Finance income		
Interest income	**(190,055)**	(254,109)
Total finance income	**(190,055)**	(254,109)

* Refer to note 48 for details regarding certain reclassifications.

9.1 GAIN ON SALE OF TOWERS

	2021 QR.'000	2020 QR.'000
Gain on sale of towers	**1,566,903**	–
	1,566,903	–

9.1 GAIN ON SALE OF TOWERS CONTINUED

On 30 March 2021, Indosat Ooredoo (seller-lessee) entered into a Sales and Purchase agreement for the sale of 4,247 telecommunication towers with net carrying value amounted to QR. 0.34 billion to PT EPID Menara AssetCo, (buyer-lessor) ultimately owned by Digital Colony with net consideration of QR. 2.61 billion resulting in gain amounting to QR 1.57 billion. Furthermore, each party also entered into a lease agreement for one space each of 4,085 telecommunication towers for a 10 year period starting from the closing date of the transactions. On 18 May 2021, the Indosat Ooredoo and EPID closed the deal on the sale and leaseback transactions.

Significant judgment has been applied by management in assuming a 10-year lease term for the leased back assets. The management will continue to re-assess extension options and termination options only when a significant event or change in circumstances occurs that is within the control of Indosat Ooredoo.

9.2 OTHER (LOSSES)/ GAINS – NET

	2021 QR.'000	2020* QR.'000
Foreign currency (loss) / gains net	**(835,273)**	137,396
Change in fair value of derivatives – net	**3,597**	(22,374)
Gain / (loss) on investments in securities FVTPL	**18,040**	10,733
Gain / (loss) on disposal of non-financial assets	**115,135**	142,789
Gain on deconsolidation of a subsidiary (i)	**250,544**	–
Other miscellaneous expenses	**(267,612)**	(255,955)
	(715,569)	12,589

* Refer to note 48 for details regarding certain reclassifications.

(i) Refer to note 37 for details regarding the de-consolidation of IM2.

10. ROYALTIES AND FEES

	2021 QR.'000	2020 QR.'000
Royalty and industry fees (i), (ii)	**532,465**	381,224
Other statutory fees (iii)	**5,601**	4,452
	538,066	385,676

(i) Royalty is payable to the Government of the Sultanate of Oman based on 12% of the net of predefined sources of revenue and interconnection expenses to local operators for mobile license and 7% for fixed license which is accounted for under IFRIC 21 QR. 218,335 thousand (2020: QR. 235,401 thousand).

(ii) In accordance with its operating licenses for Public Telecommunications Networks and Services granted in Qatar by ictQATAR, now referred to as the Communications Regulatory Authority (CRA), the Company is liable to pay to the CRA an annual industry fee which is calculated at 12.5% of adjusted net profit on regulated activities undertaken in Qatar pursuant to the licenses which is accounted for under IFRIC 21 QR. 314,130 thousand (2020: QR. 145,823 thousand).

(iii) Contributions by National Mobile Telecommunications Company K.S.C.P. to Kuwait Foundation for the Advancement of Sciences ("KFAS"), National Labour Support Tax ("NLST") and Zakat are included under other statutory fees.

Other regulatory and related fees are presented in note 6 which are calculated based on revenue from regulated activities.

11. BASIC AND DILUTED EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the earnings for the period attributable to the shareholders of the parent by the weighted average number of shares outstanding during the year.

There were no potentially dilutive shares outstanding at any time during the year and, therefore, the dilutive earnings per share is equal to the basic earnings per share.

	2021	2020
Profit for the year attributable to shareholders of the parent (QR. '000)	**46,918**	1,126,475
Weighted average number of shares ('000)	**3,203,200**	3,203,200
Basic and diluted earnings per share (QR.)	**0.01**	0.35

12. PROPERTY, PLANT AND EQUIPMENT

	Land and buildings QR.'000	Exchange and networks assets QR.'000	Subscriber apparatus and other equipment QR.'000	Capital work in progress QR.'000	Total QR.'000
Cost					
At 1 January 2020	6,980,918	61,251,303	7,740,453	3,359,216	79,331,890
Additions	42,741	938,878	74,532	4,570,792	5,626,943
Transfers	203,288	3,949,779	473,639	(4,626,706)	–
Disposals	(33,098)	(1,267,586)	(420,256)	(4,088)	(1,725,028)
Reclassification	90,461	(40,912)	(107)	(226,534)	(177,092)
Exchange adjustment	(161,780)	(1,794,979)	(24,734)	(64,806)	(2,046,299)
At 31 December 2020	7,122,530	63,036,483	7,843,527	3,007,874	81,010,414
Deconsolidation of a subsidiary	**(18,757)**	**(252,522)**	**(68,931)**	**(1,055)**	**(341,265)**
Additions	**12,869**	**1,132,464**	**133,488**	**3,457,599**	**4,736,420**
Transfers	**221,921**	**3,371,553**	**416,645**	**(4,010,119)**	**–**
Disposals	**(400,955)**	**(551,747)**	**(110,341)**	**–**	**(1,063,043)**
Reclassification	**(165,878)**	**58,594**	**(58,594)**	**(126,152)**	**(292,030)**
Assets classified for sale	**(3,782,714)**	**(26,444,115)**	**(2,518,718)**	**(292,681)**	**(33,038,228)**
Exchange adjustment	**(128,262)**	**(1,968,752)**	**(329,667)**	**(65,585)**	**(2,492,266)**
At 31 December 2021	**2,860,754**	**38,381,958**	**5,307,409**	**1,969,881**	**48,520,002**
Accumulated depreciation					
At 1 January 2020	4,081,035	41,947,267	6,258,549	–	52,286,851
Impairment during the year	95,084	–	–	–	95,084
Provided during the year	328,241	4,490,105	694,843	–	5,513,189
Disposals	(32,776)	(1,075,598)	(415,673)	–	(1,524,047)
Reclassification	43,317	(1,683)	1,770	–	43,404
Exchange adjustment	(39,301)	(1,461,715)	(23,154)	–	(1,524,170)
At 31 December 2020	4,475,600	43,898,376	6,516,335	–	54,890,311
Deconsolidation of a subsidiary	**(15,734)**	**(141,264)**	**(68,556)**	**–**	**(225,554)**
Provided during the year	**329,604**	**4,387,813**	**592,488**	**–**	**5,309,905**
Impairment during the year (i)	**913**	**723,541**	**9,085**	**–**	**733,539**
Disposals	**(274,249)**	**(474,765)**	**(99,491)**	**–**	**(848,505)**
Reclassification	**(65,303)**	**32,632**	**(32,632)**	**–**	**(65,303)**
Assets classified for sale	**(2,878,292)**	**(19,491,166)**	**(2,107,772)**	**–**	**(24,477,230)**
Exchange adjustment	**(93,365)**	**(1,276,263)**	**(296,197)**	**–**	**(1,665,825)**
At 31 December 2021	**1,479,174**	**27,658,904**	**4,513,260**	**–**	**33,651,338**
Carrying value					
At 31 December 2021	**1,381,580**	**10,723,054**	**794,149**	**1,969,881**	**14,868,664**
At 31 December 2020	2,646,930	19,138,107	1,327,192	3,007,874	26,120,103

(i) Details about the key assumptions and the calculation of the impairment related to Myanmar are provided in note 26.

(ii) Certain property, plant and equipment amounting to QR nil (2020: QR. 84,209 thousand) are used as collateral to secure the Group's borrowings.

(iii) Refer to note 9.1 for details regarding the sale of towers during the year.

13. INTANGIBLE ASSETS, GOODWILL AND LONG-TERM PREPAYMENTS

	Licence costs QR.'000	Goodwill QR.'000	Customer contracts and related customer relationship QR.'000	Trade names QR.'000	Software and other intangibles QR.'000	Total QR.'000
Cost						
At 1 January 2020	30,240,617	9,300,990	630,636	2,614,641	3,931,039	46,717,923
Additions	1,437,254	–	–	–	163,445	1,600,699
Disposals	–	–	–	–	(21,861)	(21,861)
Reclassification	–	–	–	–	226,641	226,641
Exchange adjustment	(586,995)	12,601	(4,455)	(56,176)	(53,078)	(688,103)
At 31 December 2020	31,090,876	9,313,591	626,181	2,558,465	4,246,186	47,835,299
Additions	**299,009**	**–**	**–**	**–**	**108,714**	**407,723**
Disposals	**–**	**–**	**–**	**–**	**(9,390)**	**(9,390)**
Reclassification	**–**	**–**	**–**	**–**	**118,183**	**118,183**
Assets classified as held for sale	**(3,583,817)**	**(3,310,024)**	**(501,190)**	**(1,620,348)**	**(367,535)**	**(9,382,914)**
Exchange adjustment	**(1,498,602)**	**(198,015)**	**(17,269)**	**(44,145)**	**(149,606)**	**(1,907,637)**
At 31 December 2021	**26,307,466**	**5,805,552**	**107,722**	**893,972**	**3,946,552**	**37,061,264**
Accumulated amortisation and impairment losses						
At 1 January 2020	14,801,096	562,928	630,636	1,668,343	2,735,033	20,398,036
Amortisation	1,086,755	–	–	81,921	334,534	1,503,210
Impairment (i)	–	312,100	–	–	–	312,100
Disposals	–	–	–	–	(21,692)	(21,692)
Reclassification	–	–	–	–	423	423
Exchange adjustment	(727,982)	5,987	(4,455)	(42,234)	(43,032)	(811,716)
At 31 December 2020	15,159,869	881,015	626,181	1,708,030	3,005,266	21,380,361
Amortisation	**1,044,497**	**–**	**–**	**80,076**	**330,993**	**1,455,566**
Impairment (i)	**1,085,698**	**–**	**–**	**–**	**–**	**1,085,698**
Disposals	**–**	**–**	**–**	**–**	**(8,613)**	**(8,613)**
Reclassification	**–**	**–**	**–**	**–**	**(2,899)**	**(2,899)**
Assets classified as held for sale	**(1,996,721)**	**(237,834)**	**(501,190)**	**(879,693)**	**(290,423)**	**(3,905,861)**
Exchange adjustment	**(842,143)**	**(13,117)**	**(17,269)**	**(24,746)**	**(134,135)**	**(1,031,410)**
At 31 December 2021	**14,451,200**	**630,064**	**107,722**	**883,667**	**2,900,189**	**18,972,842**
Carrying value						
At 31 December 2021	**11,856,266**	**5,175,488**	**–**	**10,305**	**1,046,363**	**18,088,422**
At 31 December 2020	15,931,007	8,432,576	–	850,435	1,240,920	26,454,938

(i) Details about the key assumptions and the calculation of the impairment related to Myanmar are provided in note 26

(ii) Long term prepayments relate to payments in advance for service arrangements which generally have a terms of 15 years.

13. INTANGIBLE ASSETS, GOODWILL AND LONG-TERM PREPAYMENTS CONTINUED

i. Impairment testing of goodwill

Goodwill acquired through business combinations has been allocated to individual cash generating units (CGUs) for impairment testing as follows:

	Carrying value 2021 QR.'000	Carrying value 2020 QR.'000
Cash generating units		
Ooredoo Kuwait	**588,438**	585,284
Ooredoo Algeria	**1,815,044**	1,804,919
Ooredoo Tunisia	**2,441,712**	2,564,911
Indosat Ooredoo *	**–**	3,144,443
Others	**330,294**	333,019
	5,175,488	8,432,576

* Refer to note 46 for the details of the assets classified as held for sale.

Goodwill was tested for impairment as at 31 December 2021. The recoverable amount of the CGUs was determined based on value in use calculated using cash flows projections by management covering a period of five years.

During the year, the Group has recorded an impairment loss against the Myanmar CGU since their recoverable amount was lower than their carrying value.

ii. Key Assumptions used in value in use calculations

Key Assumptions

The principal assumptions used to determine value-in-use include long-term cash flows, discount rates, terminal value growth rate estimates, earnings before interest, taxes, depreciation, and amortization ("EBITDA") growth rate and CAPEX. The assumptions are constructed based upon historic experience and management's best estimate of future trends and performance and take into account anticipated efficiency improvements over the forecasted period.

Discount rates

Discount rates reflect management's estimate of the risks specific to each CGU. Discount rates are based on a weighted average cost of capital for each CGU and ranged from 7.3% to 22.1% (2020: 7.6% to 17%). In determining the appropriate discount rates for each CGU, the yield local market ten-year government bond is used, where available.

Terminal value growth rate

The business plans take into account local market considerations such as the revenues and costs associated with future customer growth, the impact of local market competition and consideration of the local macro-economic and political trading environment. The growth rate does not exceed the average long-term growth rate for the relevant markets and it ranges from 3.5% to 5.7% (2020: 3.4% to 7.5%).

Earnings Before Interest, Taxes, Depreciation, and Amortization

The cash flow forecasts for budgeted EBITDA are derived from revenue, and the related cost of sales and operating expenses. The forecasts are mainly based on past experience and management's best estimate of future trends in the market including number of customers, penetrations, average revenue per users, new products and services.

Budgeted Capex

The cash flow forecasts for budgeted capital expenditure are based on past experience and include the ongoing capital expenditure required to continue rolling out networks in emerging markets, providing enhanced voice and data products and services, and meeting the population coverage requirements of certain licenses of the Group. Capital expenditure includes cash outflows for the purchase of property, plant and equipment and other intangible assets.

Long-term cash flows and working capital estimates

The Group prepares cash flow forecasts for the next five years, derived from the most recent annual business plan approved by the Board of Directors.

At 31 December 2021, the discount rate used for Ooredoo Algeria was 13.85% (2020: 13.94%) and the terminal growth rate was 5.7% (2020: 5.3%). Management considers that changes to the discount rate and the terminal growth rate could cause the carrying value of the following CGUs to exceed their recoverable amount. If the discount rate is increased by 1.5% (2020: nil) or if the terminal growth rate is decreased by 2.1% (2020: nil) with all other variables held constant, the recoverable amount would equal the carrying value.

At 31 December 2021, the discount rate used for Ooredoo Tunisia was 12.42% (2020: 11.6%) and the terminal growth rate was 5% (2020: 5.4%). Management considers that changes to the discount rate and the terminal growth rate could cause the carrying value of the following CGUs to exceed their recoverable amount. If the discount rate is increased by 1.8% (2020: 2.4%) or if the terminal growth rate is decreased by 2.4% (2020: 3.2%) with all other variables held constant, the recoverable amount would equal the carrying value.

The calculation of the recoverable amount of the remaining CGUs include high headroom and management has assessed that any reasonable possible change in key assumptions in relation to these CGUs would not result in an impairment loss.

14. RIGHT-OF-USE ASSETS

	Right-of-use assets				
	Land and buildings QR.'000	Exchange and network assets QR.'000	Subscriber apparatus and other equipment QR.'000	Indefeasible rights-of-use (IRU) QR.'000	Total QR.'000
Cost					
At 1 January 2020	3,623,179	4,625,607	231,923	74,087	8,554,796
Additions	1,111,984	707,432	25,568	13,571	1,858,555
Reduction on early termination	(60,087)	(35,978)	(3,340)	(1,632)	(101,037)
Reclassification	(90,461)	40,912	–	–	(49,549)
Exchange adjustment	(21,836)	129,260	(2,747)	3,778	108,455
At 31 December 2020	4,562,779	5,467,233	251,404	89,804	10,371,220
Deconsolidation of a subsidiary	**(8,465)**	**(3,589)**	**(4,687)**	**–**	**(16,741)**
Additions	**633,383**	**1,214,388**	**51,571**	**–**	**1,899,342**
Reduction on early termination	**(23,145)**	**(130,753)**	**(4,187)**	**–**	**(158,085)**
Disposal during the year	**(326,584)**	**–**	**–**	**–**	**(326,584)**
Reclassification	**(42,967)**	**7,969**	**–**	**–**	**(34,998)**
Assets classified as held-for-sale	**(3,912,498)**	**(1,173,526)**	**(187,366)**	**–**	**(5,273,390)**
Exchange adjustment	**(131,154)**	**(572,443)**	**(7,210)**	**(4,761)**	**(715,568)**
At 31 December 2021	**751,349**	**4,809,279**	**99,525**	**85,043**	**5,745,196**
Accumulated amortisation					
At 1 January 2020	1,485,723	859,884	149,173	26,168	2,520,948
Provided during the year	521,795	638,049	46,364	11,427	1,217,635
Reduction on early termination	(36,656)	(7,229)	(3,043)	(1,633)	(48,561)
Reclassification	(43,827)	–	–	–	(43,827)
Exchange adjustment	8,776	4,890	(499)	1,505	14,672
At 31 December 2020	1,935,811	1,495,594	191,995	37,467	3,660,867
Deconsolidation of a subsidiary	**(1,618)**	**(3,021)**	**(4,666)**	**–**	**(9,305)**
Provided during the year	**494,919**	**633,068**	**55,606**	**12,183**	**1,195,776**
Impairment during the year (i)	**–**	**581,227**	**–**	**–**	**581,227**
Reduction on early termination	**(9,813)**	**(22,656)**	**(2,203)**	**–**	**(34,672)**
Disposal during the year	**(109,482)**	**–**	**–**	**–**	**(109,482)**
Reclassification	**–**	**2,899**	**–**	**–**	**2,899**
Assets classified as held-for-sale	**(1,779,376)**	**(262,575)**	**(180,380)**	**–**	**(2,222,331)**
Exchange adjustment	**(50,776)**	**(122,168)**	**(5,365)**	**(2,129)**	**(180,438)**
At 31 December 2021	**479,665**	**2,302,368**	**54,987**	**47,521**	**2,884,541**
Carrying value					
At 31 December 2021	**271,684**	**2,506,911**	**44,538**	**37,522**	**2,860,655**
At 31 December 2020	2,626,968	3,971,639	59,409	52,337	6,710,353

Following the election of the Group not to recognize right-of-use assets and lease liabilities for short-term and low-value leases, QR. 438,065 thousand (2020: QR. 381,083 thousand) and QR. 2,975 thousand (2020: QR. 2,463 thousand), respectively, were recognized as expenses during the year. Moreover, variable lease payments which were recognized as expenses during 2021 amounted to QR. 18,884 thousand (2020: QR. 4,397 thousand).

(i) Details about the key assumptions and the calculation of the impairment related to Myanmar are provided in note 26

15. INVESTMENT PROPERTIES

	2021 QR.'000	2020 QR.'000
Cost		
At 1 January	**170,593**	170,593
Transfer from property, plant and equipment	**208,845**	–
Transfer from other-non current assets	**13,849**	–
Related to held for sale	**(56,816)**	–
At 31 December	**336,471**	170,593
Accumulated depreciation		
At 1 January	**124,012**	112,586
Transfer from property, plant and equipment	**65,303**	–
Provided during the year	**13,196**	11,426
At 31 December	**202,511**	124,012
Carrying value At 31 December	**133,960**	46,581

Investment properties comprise the portion of the Group's headquarters building rented to a related party, in addition to properties not occupied by the Group and currently held for undetermined use.

There was a valuation exercise performed by an external valuer, independent valuers not connected with the Group. The valuation conforms to International Valuation Standards. Management believe that the fair value investment property is approximately QR. 362,050 thousand (2020: QR. 224,162 thousand), which is higher than the carrying value at reporting dates. The fair value was determined based on the market comparable approach that reflects recent transaction prices for similar properties/ other methods. The fair value hierarchy for valuation of investment property is categorized under level 2.

The property rental income earned by the Group from its investment properties, all of which is leased out under operating leases, amounted to QR. 45,757 thousand (2020: QR. 31,775 thousand).

16. INVESTMENT IN ASSOCIATES AND JOINT VENTURES

The Group has the following investment in associates and joint ventures:

Associate / Joint Venture companies	Principal activity	Classification	Country of incorporation	Effective ownership 2021	Effective ownership 2020
Navlink, Inc., a Delaware Corporation	Managed Service Provider delivering technology solutions in the enterprise data market	Associate	United States of America	**40%**	38%
Asia Mobile Holdings Pte Ltd ("AMH")	Holding company	Associate	Singapore	**25%**	25%
PT Multi Media Asia Indonesia	Satellite based telecommunication services	Associate	Indonesia	**17%**	17%
MEEZA QSTP LLC	Information technology services	Associate	Qatar	**20%**	20%
Titan Bull Holdings Limited	Holding Company	Associate	Cayman Islands	**18%**	18%
Monetix SPA	Electronic Banking	Associate	Algeria	**19%**	19%
SB ISAT Fund, L.P.	Investment Management	Associate	Cayman Islands	**28%**	28%
Mountain Indosat Company Ltd ("MCL")	Business Incubation and Digital Services	Associate	Hong Kong	**–**	29%
PT Satera Manajemen Persada Indonesia	Telecommunication Services and Equipment Provider	Associate	Indonesia	**–**	32%
Asia Internet Holding S.a r.l.,	Holding Company	Joint venture	Luxembourg	**50%**	50%
Intaleq Technology Consulting & Services W.L.L	Technical services for Sports venues and events	Joint venture	Qatar	**55%**	55%

16. INVESTMENT IN ASSOCIATES AND JOINT VENTURES CONTINUED

The following table is the summarised financial information of the Group's investments in the associates and joint ventures:

	Associates 2021 QR.'000	Joint ventures 2021 QR.'000	Total 2021 QR.'000	Associates 2020 QR.'000	Joint ventures 2020 QR.'000	Total 2020 QR.'000
Group's share of associates and joint ventures statement of financial position:						
Current assets	**1,243,843**	**68,510**	**1,312,353**	986,498	30,845	1,017,343
Non-current assets	**2,421,141**	**19,646**	**2,440,787**	2,595,048	36,474	2,631,522
Current liabilities	**(752,364)**	**(24,297)**	**(776,661)**	(573,044)	(3,534)	(576,578)
Non-current liabilities	**(2,233,641)**	**(4,755)**	**(2,238,396)**	(2,293,955)	–	(2,293,955)
Net assets	**678,979**	**59,104**	**738,083**	714,547	63,785	778,332
Goodwill	**908,071**	**–**	**908,071**	917,175	–	917,175
Carrying amount of the investments	**1,587,050**	**59,104**	**1,646,154**	1,631,722	63,785	1,695,507
Group's share of associates' and joint ventures' revenues and results:						
Revenues	**1,497,752**	**–**	**1,497,752**	1,128,522	45	1,128,567
Profit/(loss) for the year	**62,141**	**18,321**	**80,462**	56,144	(20,868)	35,276

In 2021, the Group received dividends from associates amounting to QR. 18,854 thousand (2020: QR. 64,186 thousand). No other significant movements during the year other than the dividends and the share of results.

16.1. The significant balance of investment in associates relates to Asia Mobile Holdings Pte Ltd. ("AMH"). During the year, management has performed impairment assessment of AMH based on the indicators and currently available information. The Group has applied a value-in-use approach to determine the recoverable amount of the investment in AMH and no impairment was noted. The Group has used WACC of 6.98% and terminal growth rate of 3.5% in their business model. Management has incorporated their effective share in AMH, based on the estimated unaudited financial information of AMH, in the Group's consolidated financial statements.

Although the Group holds less than 20 per cent effective holding of equity shares of certain entities, the Group exercises significant influence by virtue of its contractual right to appoint directors to the board of directors of that entity.

17. FINANCIAL ASSETS – EQUITY INSTRUMENTS

	2021 QR.'000	2020 QR.'000
Investment in equity instrument designated at FVTOCI	**682,195**	703,178
Financial assets measured at FVTPL	**3,883**	85,829
	686,078	789,007

The Group's financial assets comprise of investment in a telecommunication related company with fair value of QR. 422,242 thousand (2020: QR. 488,611 thousand), investment in venture capital funds and other private equity funds. The investment in hedge funds is accounted for at fair value through the statement of profit or loss (FVTPL).

Investments accounted for at fair value through other comprehensive income (FVTOCI). The Group has elected to designate these investments in equity instruments as at FVTOCI as these investments are held for medium to long-term strategic purposes and not held for trading.

Refer to note 39 for related fair value information.

Financial assets measured at FVTPL amounting to QR 96.7 million have been reclassified as held for sale. Refer to note 46 for details.

18. OTHER NON-CURRENT ASSETS

	2021 QR.'000	2020 QR.'000
Long term advances and deposits	**61,993**	640,987
Long-term prepayments	**72,313**	29,467
Contract assets – net of impairment allowances	**43,335**	37,399
Others	**7,103**	69,889
	184,744	777,742

(i) Mainly relates to long-term advances or deposits made in respect of property, plant and equipment.

(ii) Long term prepayments mainly relate to payments in advance for service arrangements which have terms ranging from 5 to 15 years.

19. INCOME TAX

The income tax represents amounts recognised by the subsidiaries. The major components of the income tax expense for the year included in the consolidated statement of profit or loss are as follows:

	2021 QR.'000	2020 QR.'000
Current income tax		
Current income tax charge	**604,007**	359,616
Adjustments in respect of previous years' income tax	**(30,742)**	(117,802)
Deferred income tax		
Relating to origination and reversal of temporary differences	**53,432**	(38,715)
Income tax included in the consolidated statement of profit or loss	**626,697**	203,099

The Company is not subject to income tax in the State of Qatar. The tax rate applicable to the taxable subsidiaries Companies and a joint venture Company is in the range of 10% to 37% (2020: 10% to 37%). For the purpose of determining the taxable results for the year, the accounting profit of the companies were adjusted for tax purposes. Adjustments for tax purposes include items relating to both income and expense.

The adjustments are based on the current understanding of the existing laws, regulations and practices of each subsidiaries' jurisdiction. In view of the operations of the Group being subject to various tax jurisdictions and regulations, it is not practical to provide a detailed reconciliation between accounting and taxable profits together with the details of the effective tax rates. As a result, the reconciliation includes only the identifiable major reconciling items. The reconciliation between tax expense and the product of accounting profit multiplied by the Group's effective tax rate is as follows:

	2021 QR.'000	2020 QR.'000
Profit before tax	**1,679,317**	1,625,029
The Company and its subsidiaries that are not subject to corporate income tax	**(1,588,037)**	(559,458)
Accounting profit of subsidiaries and associates that are subject to corporate income tax	**91,280**	1,065,571
Tax charge based on the effective income tax rate of 15% (2020: 18%)	**13,822**	192,456
Add/(deduct):		
Tax effect of Expenses and income that are not subject to tax	**(34,895)**	(24,053)
Tax effect of Income already subject to final tax	**23,698**	79,939
Tax effect of temporary differences from subsidiaries with losses that the Group currently does not expect to use	**547,434**	99,302
Tax effect of temporary difference due to leases	**7,123**	5,659
Tax effect of Allowances, accruals and other temporary difference	**16,986**	(23,380)
Tax effect of Depreciation – net	**29,839**	32,605
Tax effect of Unutilised tax losses brought forward	**–**	(2,912)
Current income tax charge at the effective income tax rate of 15% (2020: 18%)	**604,007**	359,616

19. INCOME TAX CONTINUED

	Consolidated statement of financial position		Consolidated statement of profit	
	2021 QR.'000	2020 QR.'000	2021 QR.'000	2020 QR.'000
Accelerated depreciation for tax purposes	**131,469**	84,724	**46,636**	20,627
Losses available to offset against future taxable income	**65,123**	224,929	**(148,701)**	(3,533)
Allowances, accruals and other temporary differences	**239,559**	245,345	**(25,438)**	9,687
Deferred tax origination on purchase price allocation	**(262,786)**	(293,027)	**23,433**	23,016
Lease liabilities	**95,742**	79,695	**50,638**	(11,082)
Assets held for sale	**96,444**	–	**–**	–
Deferred tax (expense) / income	**–**	–	**(53,432)**	38,715
Deferred tax asset/liability	**365,551**	341,666	**–**	–

Reconciliation of deferred tax assets:

	2021 QR.'000	2020 QR.'000
At 1 January	**643,104**	658,851
Deferred tax income during the year	**(84,419)**	2,649
Deferred tax on other comprehensive income	**(297)**	8,830
Related to assets held for sale	**(171,518)**	–
Exchange adjustment	**(21,319)**	(27,226)
At 31 December	**365,551**	643,104

Reconciliation of deferred tax liability:

	2021 QR.'000	2020 QR.'000
At 1 January	**301,438**	340,468
Deferred tax income during the year	**(30,987)**	(36,066)
Deferred tax on other comprehensive income	**3,707**	(1,424)
Related to assets held for sale	**(267,962)**	–
Exchange adjustment	**(6,196)**	(1,540)
At 31 December	**–**	301,438

20. CONTRACT COSTS

	2021 QR.'000	2020* QR.'000
Current	**181,287**	196,958
Non-Current	**111,897**	151,431
	293,184	348,389

* Refer to note 48 for details regarding certain reclassifications.

21. INVENTORIES

	2021 QR.'000	2020 QR.'000
Subscribers' equipment	**165,485**	248,013
Other equipment	**237,014**	218,327
Cables and transmission equipment	**81,580**	71,977
	484,079	538,317
Less: Provision for obsolete and slow moving inventories	**(119,085)**	(140,515)
	364,994	397,802

Inventories consumed are recognised as expense and included under operating expenses. These amounted to QR. 1,823,791 thousand (2020: QR. 1,639,355 thousand).

Movement in the provision for obsolete and slow moving inventories is as follows:

	2021 QR.'000	2020 QR.'000
At 1 January	**140,515**	136,799
Provided during the year	**1,450**	42,013
Amounts written off	**(13,098)**	(31,300)
Related to assets held for sale	**(3,899)**	–
Exchange adjustment	**(5,883)**	(6,997)
At 31 December	**119,085**	140,515

22. TRADE AND OTHER RECEIVABLES

	2021 QR.'000	2020* QR.'000
Trade receivables – net of impairment allowances	**2,469,067**	2,785,952
Other receivables – net of impairment allowances and prepayments	**1,583,953**	3,590,069
Unbilled subscriber revenue – net of impairment allowances	**675,186**	736,542
Contract assets – net of impairment allowances	**122,660**	170,251
Amounts due from international carriers – net of impairment allowances	**449,899**	500,184
Net prepaid pension costs	**–**	115
	5,300,765	7,783,113

* Refer to note 48 for details regarding certain reclassifications.

At 31 December 2021, trade receivables amounting to QR. 1,378,365 thousand (2020: QR. 1,977,434 thousand) were impaired and fully provided for.

The following table details the risk profile of trade receivables based on the Group's provision matrix. As the Group's historical credit loss experience does not show significantly different loss patterns for different customer segments, the provision for loss allowance based on past due status is not further distinguished between the Group's remaining different customer base.

	Trade receivables – days past due					
31 December 2021	< 30 days QR.'000	30 – 60 days QR.'000	60-90 days QR.'000	90-365 days QR.'000	> 365 days QR.'000	Total QR.'000
Expected credit loss rate	**3%**	**8%**	**14%**	**30%**	**65%**	**36%**
Gross carrying amount at default	**955,011**	**333,827**	**183,126**	**698,139**	**1,677,329**	**3,847,432**
Lifetime ECL	**(33,297)**	**(25,617)**	**(25,554)**	**(208,781)**	**(1,085,116)**	**(1,378,365)**
Carrying amount	**921,714**	**308,210**	**157,572**	**489,358**	**592,213**	**2,469,067**

22. TRADE AND OTHER RECEIVABLES CONTINUED

	Trade receivables – days past due					
31 December 2020	< 30 days QR.'000	30 – 60 days QR.'000	60-90 days QR.'000	90-365 days QR.'000	> 365 days QR.'000	Total QR.'000
Expected credit loss rate	5%	9%	18%	32%	70%	42%
Gross carrying amount at default	1,112,416	354,864	184,833	864,354	2,246,919	4,763,386
Lifetime ECL	(53,477)	(33,002)	(34,154)	(274,418)	(1,582,383)	(1,977,434)
Carrying amount	1,058,939	321,862	150,679	589,936	664,536	2,785,952

Details about the Group's impairment policies and the calculation of the loss allowance are provided in note 38.

23. CASH AND CASH EQUIVALENTS

Cash and cash equivalents included in the consolidated statement of cash flows comprise the following items:

	2021 QR.'000	2020 QR.'000
Bank balances and cash – net of impairment allowance (i, ii)	**11,670,454**	15,678,488
Less:		
Deposits with maturity of more than three months (iii)	**(313,000)**	(132,953)
Restricted deposits (iv)	**(681,231)**	(936,052)
Cash and cash equivalents as per consolidated statement of cash flows at 31 December (v)	**10,676,223**	14,609,483
Add: cash and cash equivalents from assets held for sale	**968,087**	–
Cash and cash equivalents at 31 December	**11,644,310**	14,609,483

(i) Bank balances and cash include deposits maturing after three months amounting to QR. 3,120,000 thousand (2020: QR. 3,381,000 thousand). The Group is of the opinion that these deposits are readily convertible to cash and are held to meet short-term commitments

(ii) Deposits are made for varying periods depending on the immediate cash requirements of the Group and earn interest on the respective deposit rates ranging from 0.19% to 7.29% (2020: 0.06% to 12.31%).

(iii) Deposits with maturity of more than three months were reclassified from bank balances and cash.

(iv) The restricted deposits primarily pertain to dividend payments, issuance of bank guarantees, related to a regulatory disputes and various other purposes (which are not considered individually significant). These restricted deposits are subject to regulatory and/or other restrictions and are therefore not available for general use by the Group.

(v) Certain cash and cash equivalents are used as collaterals to secure the Group's obligations.

Non-cash transaction

During the year, the non-cash additions to intangible assets amounted to QR. 260,226 thousand.

Balances with banks are assessed to have low credit risk of default since these banks are highly regulated by the central banks of the respective countries.

The Group estimates the loss allowance on balances with banks at the end of the reporting period at an amount equal to 12-month ECL. None of the balances with banks at the end of the reporting period are past due and taking into account the historical default experience and the current credit ratings of the banks, the Group has recorded an impairment loss of QR. 32,170 thousand during the year ended 31 December 2021 (2020: QR. 40,921 thousand). Details about the Group's impairment policies and the calculation of the loss allowance are provided in note 38.

24. SHARE CAPITAL

	2021		2020	
	No of shares ('000)	QR.'000	No of shares (000)	QR.'000
Authorised				
Ordinary shares of QR 1* each				
At 31 December	**5,000,000**	**5,000,000**	5,000,000	5,000,000
Issued and fully paid up				
Ordinary shares of QR 1* each				
At 31 December	**3,203,200**	**3,203,200**	3,203,200	3,203,200

25. RESERVES

A. Legal reserve

In accordance with Qatar Commercial Companies Law No. 11 of 2015 and the Company's Articles of Association, 10% of the profit of the Company for the year should be transferred to the legal reserve until such reserves reach 50% of the issued share capital. During 2008, an amount of QR. 5,494,137 thousand, being the net share premium amount arising out of the rights issue, was transferred to legal reserve. During 2012, an amount of QR. 5,940,145 thousand, being the net share premium amount arising out of the rights issue, was transferred to legal reserve.

The reserve is not available for distribution except in the circumstances stipulated in the Qatar Commercial Companies Law and the Company's Articles of Association.

B. Fair value and other reserves

The fair value and other reserves comprise the cumulative net change in the fair value of financial assets – equity instruments at FVTOCI and effective portion of qualifying cash flow hedges.

The movement in fair value reserve of financial assets – equity instruments at FVTOCI was as follows:

	2021 QR.'000	2020 QR.'000
Fair value reserve of available for sale investments	**430,111**	451,101
Cash flow hedge reserve	**(36,658)**	(40,176)
At 31 December	**393,453**	410,925

C. Employees' benefits reserve

Employment benefits reserve is created on account of adoption of revised IAS – 19 Employee benefits. Employee benefits reserve comprises actuarial gains (losses) pertaining to defined benefit plans.

D. Translation reserve

The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations.

Effective 1 September 2021, the Group regards its loans and accrued interest receivable from one of its subsidiaries as an extension of its net investment. Consequently, exchange differences arising on the re-translation of these balances are recognised in other comprehensive income in the consolidated financial information as of that date.

E. Other statutory reserves

In accordance with the statutory regulations of the various subsidiaries, a share of their respective annual profits should be transferred to a non-distributable statutory reserve.

26. IMPAIRMENT LOSSES ON GOODWILL AND OTHER NON-FINANCIAL ASSETS

	2021 QR.'000	2020 QR.'000
Impairment loss on Ooredoo Myanmar (i)	**2,252,124**	–
Other	**148,340**	407,184
Total	**2,400,464**	407,184

(i) As at 30 June 2021, and as a result of the ongoing political situation, the Group assessed its investment in Ooredoo Myanmar by comparing the recoverable amount (based on value in use calculations computed using cash flow projections) to the carrying value of the cash generating unit. The computations indicated that the recoverable amount of the investment is less than its carrying value and as a result an impairment charge of QR 2,252.1 million has been reflected in the consolidated statement of profit or loss. The impairment loss is split as follows:

	2021 QR.'000
Property, plant and equipment	**585,199**
Intangible assets	**1,085,698**
Right-of-use assets	**581,227**
Total	**2,252,124**

26. IMPAIRMENT LOSSES ON GOODWILL AND OTHER NON-FINANCIAL ASSETS CONTINUED

As at 31 December 2021, the Group has revised and recently approved updated cashflow projections taking into account the significant uncertainty that continue to exist as well as the challenging operating conditions and revenue growth prospects in the market. At year-end, the discount rate used is 22.1% (30 June 2021: 21.6%, and 31 December 2020: 17%) to reflect the risk in the country together with a reduction in the terminal growth rate to 5.0% (30 June 2021: 5.8%, and 31 December 2020: 7.5%) in line with current published forecasts. The revised assessment did not give rise to any further impairment as at 31 December 2021. The situation is fluid and is being kept under review by management.

Sensitivity analysis:

At 30 June 2021, if the discount rate used had been higher/lower by 0.5% with all other variables held constant, the impairment charge would have been QR. 82 million higher/QR. 88 million lower.

27. DEFERRED INCOME

Deferred income pertains to unearned revenue from services that will be provided in future periods. It primarily includes revenue from the unused and unutilized portion of prepaid cards sold. The sale of prepaid cards is deferred until such time as the customer uses the airtime, or the credit expires.

28. LOANS AND BORROWINGS

Presented in the consolidated statement of financial position as:

	2021 QR.'000	2020 QR.'000
Non-current liabilities		
Secured loan	**29,725**	58,415
Unsecured loan	**3,582,559**	9,922,241
Islamic Finance	**–**	396,708
Bonds	**15,476,381**	14,065,021
Less: Deferred financing costs	**(145,178)**	(116,871)
Total non current liabilities	**18,943,487**	24,325,514
Current liabilities		
Secured loan	**48,844**	53,713
Unsecured loan	**626,336**	1,071,065
Islamic Finance	**–**	31,381
Bonds	**–**	4,063,575
Less: Deferred financing costs	**(32,572)**	(30,451)
Interest payable	**182,360**	275,424
Profit payable on islamic financing obligation	**–**	4,594
Total current liabilities	**824,968**	5,469,301
Total loans and borrowings	**19,768,455**	29,794,815

The deferred financing costs consist of arrangement and other related fees. Movement in deferred financing costs was as follows:

	2021 QR.'000	2020 QR.'000
At 1 January	**147,322**	184,973
Additions during the year	**78,396**	3,614
Amortised during the year (Note 8)	**(44,274)**	(41,398)
Related to liability held for sale	**(4,163)**	–
Exchange adjustment	**469**	133
At 31 December	**177,750**	147,322

28. LOANS AND BORROWINGS CONTINUED

Type	Currency	Nominal Interest / Profit rate	Year of maturity	2021 QR.'000	2020 QR.'000
Bonds	IDR	7.40% to 11.20%	Mar 20 to Jul 29	–	2,652,215
Bonds	USD	3.25% to 5.00%	Feb 21 to Jan 43	**15,476,381**	15,476,381
Islamic Finance Obligation	IDR	8.00 to 11.20%	Jun 20 to Jul 29	–	428,089
Secured Loans	USD	LIBOR + 3.00% to 6.25%	Jan 20 to Feb 23	**78,569**	112,128
Unsecured Loans	IDR	2% to 8.95%	Dec 21 to Feb 24	–	1,111,684
Unsecured Loans	KWD	CBK + 0.60% – 0.65%	May 21 to Nov 22	–	143,640
Unsecured Loans	MMK	9% to 12%	Mar 20 to Jul 21	–	202,398
Unsecured Loans	TND	TMM Rate + 1.1% to 1.75%	Jun 20 to Jun 24	**105,155**	204,605
Unsecured Loans	DZD	5.00% to 5.15%	Dec 24 to Jul 26	**53,781**	181,969
Unsecured Loans	USD	LIBOR + 0.88% to 5.69%	Immediate to Sep 29	**4,049,959**	9,149,010
				19,763,845	29,662,119
Less: Deferred financing costs				**(177,750)**	(147,322)
Interest payable				**182,360**	275,424
Profit payable on islamic financing obligation				–	4,594
Total				**19,768,455**	29,794,815

(i) Loans and borrowings are availed for general corporate and operational purposes, financing working capital requirements and repayment or refinancing of existing borrowing facilities.

(ii) Bonds are listed on London, Irish and Indonesia Stock Exchanges. Certain bonds are unconditionally and irrevocably guaranteed by Ooredoo Q.P.S.C.

(iii) Islamic Finance includes notes issued under Sukuk Trust Programme on the Indonesia Stock Exchange.

On 8 April 2021, the Group issued USD 1 billion of senior unsecured Reg S/Rule 144A notes ("The Notes"). The Notes are issued by its wholly owned subsidiary Ooredoo International Finance Limited under the existing USD 5 billion Global Medium Term Notes programme and are listed on the Irish Stock Exchange. The Notes are unconditionally and irrevocably guaranteed by Ooredoo Q.P.S.C.

The Notes will mature on 8 April 2031 and with a coupon of 2.625% per year. The transaction was priced at a spread of 103.4 basis points over the 10-year U.S. Treasuries. Net proceeds from the sale of the Notes was used for Ooredoo's general corporate purposes, including refinancing of its existing indebtedness.

Refer to note 39 for the fair value of the Group's loans and borrowings,

The fair value of the Group's loans and borrowings, which include loans and borrowings carried at fixed rates and floating rates, amounted to QR. 20,900,496 thousand as at 31 December 2021 (2020: QR. 31,528,169 thousand).

Loan covenants:

Under the terms of the major borrowing facilities, the Group is required to comply with the following financial covenant:

- the net debt not to exceed 4.5 times the EBITDA.

The Group has complied with these covenants throughout the reporting period.

29. EMPLOYEES' BENEFITS

	2021 QR.'000	2020 QR.'000
Employees' end of service benefits	**503,896**	492,707
Long term incentive points-based payments *	**159,009**	201,897
Defined benefit pension plan/ Labour Law No. 13/2003	–	143,638
Other employee benefits	–	22,543
Total employee benefits	**662,905**	860,785
Current portion of long term incentive points-based payments (Note 31)	**(90,812)**	(103,622)
Total	**572,093**	757,163

29. EMPLOYEES' BENEFITS CONTINUED

Movement in the provision for employees' benefits are as follows:

	2021 QR.'000	2020 QR.'000
At 1 January	**860,785**	875,487
Deconsolidation of a subsidiary	**(7,846)**	–
Provided during the year	**118,655**	135,380
Paid during the year	**(183,173)**	(161,355)
Other comprehensive income	**(19,214)**	40,210
Relating to liability held for sale	**(118,695)**	–
Exchange adjustment	**12,393**	(28,937)
At 31 December	**662,905**	860,785

* The carrying amount of the liability arising from long term incentive points-based payments is determined by the achievement of certain performance targets and share price of the Company. As at the reporting date, the carrying amount of liability arising from long term incentive points-based payments approximates its fair value.

30. OTHER NON-CURRENT LIABILITIES

	2021 QR.'000	2020 QR.'000
License cost payables (i)	**693,301**	1,643,092
Site restoration provisions	**167,288**	124,419
Deferred gain	–	21,517
Others (ii)	**53,002**	761,725
	913,591	2,550,753

(i) License cost payables represent amounts payable to Telecom regulators in Indonesia, and Oman for license charges.

(ii) Others mainly include long-term procurement payables.

31. TRADE AND OTHER PAYABLES

	2021 QR.'000	2020 QR.'000
Trade payables	**1,328,942**	3,959,703
Accrued expenses (i)	**5,823,992**	8,127,544
License costs payable	**153,696**	1,286,535
Amounts due to international carriers – net (ii)	**482,285**	514,689
Negative fair value of derivatives	**110,531**	136,457
Long term incentive points-based payments (Note 29)	**90,812**	103,622
Dividends payable	**155,841**	145,567
Other payables	**796,957**	1,059,465
	8,943,056	15,333,582

(i) This mainly consists of accrual for operating and capital expenditure, in addition to provisions for legal and tax expense (note 37).

(ii) Amounts due to international carriers are offset against amounts due from international carriers and the net amount presented only where the Group currently has a legally enforceable right to offset the recognised amounts, and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

32. LEASE LIABILITIES

	2021 QR.'000	2020 QR.'000
At January 1	**7,360,403**	6,649,303
Deconsolidation of a subsidiary	**(118,487)**	–
Additions during the year	**2,598,496**	1,858,555
Interest expense on lease liability	**638,639**	541,159
Principal element of lease payments	**(1,084,254)**	(1,280,481)
Payment of interest portion of lease liability	**(555,687)**	(351,682)
Reduction on early termination	**(134,222)**	(35,901)
Relating to liability held for sale	**(4,336,974)**	–
Exchange adjustments	**(180,738)**	(20,550)
At 31 December	**4,187,176**	7,360,403
Non-current portion	**3,557,607**	6,263,940
Current portion	**629,569**	1,096,463
	4,187,176	7,360,403

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

	2021 QR.'000	2020 QR.'000
Maturity analysis		
Not later than 1 year	**889,725**	1,647,188
Later than 1 year and not later than 5 years	**3,058,689**	4,931,930
Later than 5 years	**1,604,390**	3,603,245
Less: unearned finance cost	**(1,365,628)**	(2,821,960)
	4,187,176	7,360,403

33. CONTRACT LIABILITIES

	2021 QR.'000	2020 QR.'000
Current	**46,748**	192,456
Non-current	**9,972**	8,247
	56,720	200,703

(i) A contract liability mainly arises in respect of the Group's customer loyalty points scheme ("loyalty points"). As these loyalty points provide a benefit to customers that they would not receive without entering into a purchase contract, the promise to provide loyalty points to the customer is a separate performance obligation. The revenue related to unsatisfied or partially satisfied performance obligations is expected to be realized within two years of the reporting date.

There were no significant changes in the contract liability balances during the reporting period.

34. DIVIDEND

Dividend paid and proposed

	2021 QR.'000	2020 QR.'000
Declared, accrued and paid during the year		
Final dividend for 2020, QR. 0.25 per share (2019: QR. 0.25 per share)	**800,800**	800,800
Proposed for approval at Annual General Meeting (Not recognized as a liability as at 31 December)		
Final dividend for 2021, QR. 0.30 per share (2020: QR. 0.25 per share)	**960,960**	800,800

The proposed final dividend will be submitted for formal approval at the Annual General Meeting.

35. DERIVATIVE FINANCIAL INSTRUMENTS

Derivatives not designated as hedging instruments

The Group uses cross currency swap contracts, currency forward contracts and interest rate swaps to manage some of the currency transaction exposure and interest rate exposure. These contracts are not designated as cash flow, fair value or net investment hedges and are accounted for as derivative financial instruments:

	Notional amounts	
	2021 QR.'000	2020 QR.'000
Cross currency swaps	**–**	36,415
Currency forward contracts	**55,032**	473,734
Fair value derivatives	**305,231**	305,609
	360,263	815,758

	Fair values			
	2021		2020	
	Derivative Assets QR.'000	Derivative Liabilities QR.'000	Derivative Assets QR.'000	Derivative Liabilities QR.'000
Cross currency swaps	**–**	**–**	–	3,220
Currency forward contracts	**–**	**991**	–	29,691
Fair value derivatives	**–**	**106,037**	–	93,740
	–	**107,028**	–	126,651

At 31 December 2021, the Group has interest rate swaps entered into with a view to limit its floating interest rate term loans and currency forward contract that effectively limits change in exchange rate for a future transaction.

The table below shows the fair values of derivative financial instruments held as cash flow hedges together with the notional amounts:

	Derivative Liabilities QR.'000	Derivative Assets QR.'000	Notional Amounts QR.'000
31 December 2021			
Interest rate swaps	**3,503**	**–**	**218,490**
31 December 2020			
Interest rate swaps	9,806	–	327,735

36. OPERATING LEASE ARRANGEMENTS

At the date of statement of financial position, the Company has outstanding commitments under non-cancellable operating leases, which fall due as follows:

	2021 QR.'000	2020 QR.'000
Future minimum lease payments in respect of short term and low value leases as at 31 December	**24,764**	48,319

Upon adoption of IFRS 16, certain operating lease commitments were identified and considered. The leases are related to short term and low value leases.

37. COMMITMENTS, CONTINGENT LIABILITIES AND LITIGATIONS

	2021 QR.'000	2020 QR.'000
Capital expenditure commitments		
Estimated capital expenditure contracted for at the end of the financial reporting year but not yet incurred	**2,223,090**	2,642,749
Letters of credit	**221,927**	206,190

37. COMMITMENTS, CONTINGENT LIABILITIES AND LITIGATIONS CONTINUED

	2021 QR.'000	2020 QR.'000
Contingent liabilities		
Letters of guarantees	**937,401**	760,170
Claims against the Group not acknowledged as debts	**15,822**	25,978

Litigation and claims

The Group is from time to time a party to various legal actions and claims arising in the ordinary course of its business. The Group does not believe that the resolution of these legal actions and claims will, individually or in the aggregate, have a material adverse effect on its financial condition or results of operations, except as noted below.

Proceedings against PT Indosat Mega Media relating to misuse of radio frequencies

As previously disclosed, the Attorney General's Office in Jakarta (the "AGO") initiated corruption proceedings against PT Indosat Mega Media ("IM2"), a 99 per cent owned subsidiary of PT Indosat Tbk. ("Indosat"), a subsidiary of the Group, for unlawful use of a radio frequency band allocation that had been granted to Indosat. On 8 July 2013, the Indonesia Corruption Court imposed a fine against IM2 in a related case against the former President Director of IM2. Both the former President Director of IM2 and the AGO lodged appeals to the Jakarta High Court. A written decision of the Supreme Court was received in January 2015 which confirmed that the Supreme Court had upheld the former President Director of IM2 prison sentence of eight years and that the fine against IM2 of approximately QAR474 million (USD130 million) had been reinstated. The former President Director of IM2 and IM2 submitted appeals and/or judicial reviews over the years, all of which were lost. IM2 had consequently already fully provided for the case in prior years. On 16 November 2021, the AGO seized IM2's assets and the company was placed into voluntary liquidation on 8 December 2021. At the point when the liquidator had been appointed, Indosat (and the Group) was deemed to have lost control over IM2 and had therefore de-consolidated IM2 from this date. Indosat and the Group, supported by their external legal advisors, have concluded that there is no further exposure to the group following the liquidation proceedings as the claim only relates to IM2.

Tax demand notices against Indosat Ooredoo

As at the reporting date, one of the Group's subsidiaries, Indosat Ooredoo was subject to tax demand assessments by the Indonesia Tax Authority for Value Added Tax (VAT) claims from years 2009 to 2018 for an amount of QR 98 million; corporate tax claims for years 2007 to 2018 amounting to QR 434 million; and withholding tax claims from years 2012-2019 amounting to QR 523 million. The Group has applied its judgement and recognised provisions amounting to QR 236 million in respect of these matters and has included contingent liabilities where economic outflows are considered possible but not probable.

Tax demand notices against Asiacell

As at the reporting date, one of the Group's subsidiaries, Asiacell Communication PJSC ("ACL" or "Asiacell") was subject to tax demand notice by the General Commission for Taxes, Iraq (the "GCT") for the years from 2004 to 2007 for an amount of QR 225 million; 2008 amounting to QR 118 million; 2009-2010 amounting to QR 205 million; 2015-2016 amounting to QR 152 million; 2017 amounting to QR 90 million; and 2019 amounting to QR 16 million. Asiacell had raised an objection against each of these claims. In the first quarter of 2021, Asiacell lost the appeal against the tax claims for 2004 to 2010 in the Iraq Court of Cassation.

The claims were fully paid and closed. In the second quarter of 2021, the Iraqi Tax Authorities partially accepted the tax claim for 2015-2017 and issued a tax credit of QR 85 million that can be utilized against the payment of taxes in future. The tax claim for 2019, for QR 16 million, was accepted and closed by Asiacell. As a result, as at 31 December 2021, there are no longer any material unresolved tax exposures for Asiacell.

Proceedings against Asiacell relating to regulatory fee

On 10 June 2014, the Communications and Media Commission ("CMC") issued a letter notifying Asiacell that the structure of the Company in relation to ownership of the shares in its capital does not fulfill the License requirements as an Iraqi Company to pay 15% of its gross revenue as a regulatory fee, as per license agreement and the CMC has instead demanded 18%. During 2021, whilst still disputing the matter, Asiacell, at the request of the CMC, deposited the full amount of regulatory fees covering the period until December 2020 amounting to QR 1,060 million (USD 291 million). Asiacell has fully provisioned for the 3% incremental license fees for the period from January 2021 to December 2021 in the amount of QAR 83 million (USD 23 million) until the case is resolved.

Proceedings against Asiacell relating to Universal Services Fee ("USF")

On 7 December 2017, the CMC issued letters notifying Asiacell and other operators in Iraq asking them to hold 1.5% of their 2017 Revenues (excluding local interconnection costs) as a USF ("USF"). Asiacell complied with the CMC request and has a full provision for the years 2017 to 2019 amounting to QAR 197.3 million (USD 49.1 million). In 2018, Asiacell received a second letter asking them to provision the 1.5% USF from the end of the second anniversary of the license term (2009). Management estimates the additional exposure in relation to this demand is approximately QAR 691 million (USD 190 million). Asiacell rejected the retroactive implementation of the USF on the grounds that it is illegal. Another operator in Iraq initiated a dispute against the CMC decision at the CMC Hearing Panel. In February 2021, the operator won the dispute with CMC in which the Appeal Panel stated that the CMC had no right to impose retroactive application of the new USF fees. Due to this, Asiacell in March 2021 initiated its own dispute proceeding at the CMC Hearing Panel. Based on this, Asiacell is confident of a successful outcome in their case considering the precedent already set and has therefore not recorded any provision for this matter.

37. COMMITMENTS, CONTINGENT LIABILITIES AND LITIGATIONS CONTINUED

Proceeding against Ooredoo Palestine

On 23 October 2017, The Regulator issued a letter notifying Ooredoo Palestine to pay the second payment of the license acquisition fee of QAR 291 million (USD 80 million) due to the fact that Ooredoo Palestine reached 700 thousand subscribers. The license sets up a third license payment of QAR 488 million (USD 134 million) when Ooredoo Palestine reaches 1 million subscribers.

In September 2019, the Minister of Finance and Minister of Telecom and IT (MTIT) issued a letter notifying Ooredoo Palestine to pay QR. 781 million (USD 214 million) which is the remaining unpaid second and third payment of the license fee. These second and third payments are subject to the assignment of the 2G and 3G spectrum and the actual launch of these services in the West Bank and Gaza.

Management have applied their judgement and raised a provision amounting to QAR 163 million (USD 44.8 million) for these claims. Management, supported by their external legal advisors, is of the view that Ooredoo Palestine has strong grounds to defend these claims.

Algeria Central Bank against Ooredoo Algeria

In late 2016, Algeria Central Bank ("ACB") conducted a review of Ooredoo Algeria money transfers outside Algeria and currency exchange. The review claims that Ooredoo Algeria has committed money transfer and foreign exchange regulations violations during 2013-2014. Accordingly, in December 2018, Algeria's public prosecution along with the Algerian Ministry of Finance initiated a criminal investigation against Ooredoo Algeria. The investigation includes 14 misdemeanour cases against Ooredoo Algeria in relation to money transfer from the Company's export bank account and roaming repatriation of funds without complying with the central bank's processes. The criminal court sentenced the company to pay a total of QR 291 million (USD 80 million) in fines and compensation.

The company has provided QR 25 million (USD 7.8 million) provision related to the export bank account violations. The company appealed the decision to the Court of Cassation.

The net exposure amounting to QR 266 million (USD 73 million) is related to the roaming repatriation case. During 2020, the company appealed the case to the Supreme court. The company, supported by external legal opinion, believes that it will more likely than not win the case in the Court of Cassation. As a result, the company did not provide for this exposure.

The Group is presenting the provisions recognized for legal and tax exposures under trade and other payables (Note 31).

Other matters

In addition to the above matters, as at 31 December 2021, there were a number of legal, regulatory and tax disputes ongoing in various of the Group's operating entities, the outcome of which may not be favourable to the Group, and none of which are considered individually material. The Group has applied its judgement and has recognised liabilities based on whether additional amounts will be payable and has included contingent liabilities where economic outflows are considered possible but not probable.

38. FINANCIAL RISK MANAGEMENT

Objectives and policies

The Group's principal financial liabilities, other than derivatives, comprise loans and borrowings, finance leases, and trade payables. The main purpose of these financial liabilities is to raise finance for the Group's operations. The Group has various financial assets such as trade receivables, investments and cash and short-term deposits, which arise directly from its operations.

The Group also enters into derivative transactions, primarily interest rate swaps, cross currency swaps and forward currency contracts. The purpose is to manage the interest rate and currency risks arising from the Group's operations and its sources of finance.

The main risks arising from the Group's financial instruments are market risk, credit risk, liquidity risk and operational risk. The Board of Directors reviews and agrees policies for managing each of these risks which are summarized below:

Market risk

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

Interest rate risk

The Group's financial assets and liabilities that are subject to interest rate risk comprise bank deposits, loans receivable, investment measured at fair value through other comprehensive income, loans payables and borrowings. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's financial assets and liabilities with floating interest rates and fixed interest instruments maturing within three months from the end of the financial reporting year.

The Group manages its interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings. To manage this, the Group enters into interest rate swaps, in which the Group agrees to exchange, at specified intervals, the difference between fixed and variable rate interest amounts calculated by reference to an agreed upon notional amount. The swaps are designated to hedge underlying debt obligations. At 31 December 2021, after taking into account the effect of interest rate swaps, approximately 83% of the Group's borrowings are at a fixed rate of interest (2020: 68%).

38. FINANCIAL RISK MANAGEMENT CONTINUED

Interest rate risk Continued

The following table demonstrates the sensitivity of the consolidated statement of profit or loss and equity to reasonably possible changes in interest rates by 25 basis points, with all other variables held constant. The sensitivity of the consolidated statement of profit or loss and equity is the effect of the assumed changes in interest rates for one year, based on the floating rate financial assets and financial liabilities held at 31 December. The effect of decreases in interest rates is expected to be equal and opposite to the effect of the increases shown.

	Effect on consolidated statement of profit or loss +25bp QR.'000	Effect on consolidated statement of changes in equity +25 bp QR.'000
At 31 December 2021		
USD LIBOR	**(7,353)**	**–**
Others	**(3,973)**	**–**
At 31 December 2020		
USD LIBOR	(19,848)	–
Others	(3,973)	–

The Group has closely monitored the market and the output from the various industry working groups managing the transition to new benchmark interest rates. This includes announcements made by the IBOR regulators. The regulators have made clear that, at the end of 2021, it will no longer seek to persuade, or compel, banks to submit IBORs.

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities and the Group's net investment in foreign subsidiaries.

The Group had the following significant net exposure denominated in foreign currencies.

	Assets (Liabilities)	
	2021 QR.'000	2020 QR.'000
Kuwaiti Dinar (KD)	**22,434**	21,979
US Dollars (USD)	**(2,886,181)**	(2,987,110)
Euro (EUR)	**67,640**	55,019
Great British Pounds (GBP)	**1,169**	8,947
Algerian Dinar (DZD)	**9,013**	8,848
Myanmar Kyat (MMK)	**–**	124,684
Others	**18,582**	(81,387)

The following table demonstrates the sensitivity to consolidated statement of profit or loss and equity for a reasonably possible change in the following currencies against Qatari Riyal, with all other variables held constant, of the Group's profit due to changes in the fair value of monetary assets and liabilities and the Group's equity on account of translation of foreign subsidiaries.

The effect of decreases in foreign exchange rates is expected to be equal and opposite to the effect of the increases shown:

	Effect on profit or loss	
	2021 + 10% QR.'000	2020 + 10% QR.'000
Kuwaiti Dinar (KD)	**2,243**	2,198
US Dollar (USD)	**(286,618)**	(298,711)
Euro (EUR)	**6,764**	5,502
Great British Pounds (GBP)	**117**	895
Algerian Dinar (DZD)	**901**	885
Myanmar Kyat (MMK)	**–**	12,468

38. FINANCIAL RISK MANAGEMENT CONTINUED

Equity price risk

The Group is not significantly exposed to equity price risk as the balance of the investments held by the Group and classified either as investment in equity instruments designated at FVTOCI or Financial assets measured at FVTPL is not material.

Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.

The Group provides telecommunication services to various customers. It is the Group's policy that all customers who obtain the goods and / or services on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis and the purchase of service limits are established for each customer, which are reviewed regularly based on the level of past transactions and settlement.

The Group applies the IFRS 9 simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for trade receivables, unbilled subscriber revenue and contract assets. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

To measure the expected credit losses, trade receivables, unbilled subscriber revenue and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled services and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for the current trade receivables are a reasonable approximation of the loss rates for the unbilled subscriber revenue and contract assets.

For the unbilled subscriber revenue and contract assets, the provision for loss allowance amounted to QR. 53,381 thousand (2020: QR.39,080 thousand).

Refer to note 22 for the aging and loss rates of trade receivables.

Unimpaired receivables are expected on the basis of past experience to be fully recoverable. It is not the practice of the Group to obtain collateral over receivables and the vast majorities are therefore, unsecured.

The average credit period on sales of goods and rendering of services varies from 30 to 90 days depending on the type of customer and local market conditions. No interest is charged on outstanding trade receivables.

Management has assessed that any reasonable possible change in the key assumptions in relation to the provision for loss allowance would not result in a material impact.

The Group applies the general model approach to measure expected credit losses for other receivables, cash and bank balances (excluding cash on hand) and due from related parties.

Credit risk measurement

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk the company compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportive forwarding-looking information. Especially the following indicators are incorporated:

- internal credit rating;
- external credit rating (as far as available);
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the borrower's ability to meet its obligations;
- actual or expected significant changes in the operating results of the borrower;
- significant increases in credit risk on other financial instruments of the same borrower;
- significant changes in the value of the collateral supporting the obligation or in the quality of third-party guarantees or credit enhancements; and
- significant changes in the expected performance and behavior of the borrower, including changes in the payment status of borrowers in the group and changes in the operating results of the borrower.

Macroeconomic information (such as market interest rates or growth rates) is incorporated as part of the internal rating model. Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 to 90 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Credit risk grades

Credit risk grades are defined using qualitative and quantitative factors that are indicative of risk of default. These factors vary depending on the nature of the exposure and the type of borrower. Exposures are subject to on-going monitoring, which may result in an exposure being moved to a different credit risk grade.

While other receivables and due from related parties are subject to the impairment requirements of IFRS 9, the identified impairment loss was immaterial.

38. FINANCIAL RISK MANAGEMENT CONTINUED

***Credit risk grades** Continued*

The exposure of credit risk from amounts due from international carriers is minimal as the amounts are driven by contractual arrangements with other telecom operators.

With respect to credit risk arising from the cash and bank balances (excluding cash on hand), the Group's exposure arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments.

The Group reduces the exposure to credit risk arising from bank balances by maintaining bank accounts in reputed banks.

The Group reduces the exposure to credit risk arising from bank balances by maintaining the bank accounts primarily with investment grade banks. As on 31 December 2021, 57% (2020: 59%) of bank balances were maintained with banks having a credit rating of AAA to A-, 5% (2020: nil) of bank balances were maintained with banks having a credit rating of BBB+ to BBB- and 38% (2020: 41%) of bank balances were maintained with banks having a credit rating of BB+ and below.

The below table shows the collective assessment of movement in lifetime ECL that has been recognised for financial instruments:

	2021 QR.'000	2020 QR.'000
Balance as at 1 January	**2,345,013**	2,277,858
Charge for the year	**230,383**	360,775
Amounts written off	**(98,226)**	(180,859)
Amounts recovered	**(6,252)**	(5,556)
Related to assets held for sale	**(625,692)**	–
Foreign exchange gains and losses	**660**	(107,205)
Balance as at 31 December	**1,845,886**	2,345,013

Credit risk arising from derivative financial instruments is at any time, limited to those with derivative assets, as recorded on the consolidated statement of financial position. With gross settled derivatives, the Group is also exposed to settlement risk.

The carrying amount of the Group's financial assets at FVTPL and FVTOCI, as disclosed in note 17, has no credit risk. The Group holds no collateral over any of these balances.

Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. As at 31 December 2021, the Group's maximum exposure to credit risk without taking into account any collateral held or other credit enhancements, which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties and financial guarantees provided by the Group arises from the carrying amount of the respective recognised financial assets as stated in the consolidated statement of financial position. Considering the Group's large and unrelated customer base, the concentration of credit risk is limited.

Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet financial obligations as they fall due. The Group's approach to managing liquidity risk is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of the Group's own reserves and bank facilities. The Group's terms of sales require amounts to be paid within 30 to 90 days from the invoice date.

The table below summarizes the maturity profile of the Group's financial liabilities at 31 December based on contractual undiscounted payments:

	Less than 1 year QR.'000	1 to 2 years QR.'000	2 to 5 years QR.'000	> 5 years QR.'000	Total QR.'000
At 31 December 2021					
Loans and borrowings	**753,671**	**2,647,782**	**9,214,631**	**11,503,739**	24,119,823
Trade payables	**1,328,942**	**–**	**–**	**–**	1,328,942
License costs payable	**153,743**	**146,499**	**84,328**	**481,021**	865,591
Lease liabilities	**889,725**	**1,316,893**	**1,741,796**	**1,604,390**	5,552,804
Other financial liabilities	**683,628**	**235,485**	**–**	**–**	919,113
Total	**3,809,709**	**4,346,659**	**11,040,755**	**13,589,150**	32,786,273

38. FINANCIAL RISK MANAGEMENT CONTINUED

Liquidity risk Continued

	Less than 1 year QR.'000	1 to 2 years QR.'000	2 to 5 years QR.'000	> 5 years QR.'000	Total QR.'000
At 31 December 2020					
Loans and borrowings	**6,302,176**	**6,181,136**	**14,351,701**	**8,118,385**	34,953,398
Trade payables	**3,959,703**	**–**	**–**	**–**	3,959,703
License costs payable	**1,359,303**	**614,539**	**916,464**	**883,098**	3,773,404
Lease liabilities	**1,647,189**	**1,837,102**	**3,094,825**	**3,603,247**	10,182,363
Other financial liabilities	**754,768**	**222,694**	**–**	**–**	977,462
Total	**14,023,139**	**8,855,471**	**18,362,990**	**12,604,730**	53,846,330

Capital management

The Group manages its capital to ensure that it will be able to continue as a going concern while maximizing the return to shareholders through the optimization of the debt and equity balance. The Group makes adjustments to its capital structure, in light of changes in economic and business conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, or issue new shares. No changes were made in the objectives, policies or processes during the year ended 31 December 2021 and 31 December 2020.

Equity includes all capital and reserves of the Group that amounted to QR. 26,408,528 thousand at 31 December 2021 (2020: QR. 28,200,823 thousand).

The Group's management reviews the capital structure of the Group on a semi-annual basis. As part of this review, the committee considers the cost of capital and the risks associated with each class of capital. The gearing ratio as at 31 December 2021 is 47% (2020: 75%).

Gearing ratio

The gearing ratio at year end was as follows:

	2021 QR.'000	2020 QR.'000
Debt (i)	**23,955,631**	37,155,218
Cash and bank balances	**(11,670,454)**	(15,678,488)
Net debt	**12,285,177**	21,476,730
Equity (ii)	**26,408,528**	28,200,823
Net debt to equity ratio	**47%**	75%

(i) Debt is the long term debt obtained and lease liabilities, as detailed in note 28 and 32, respectively.

(ii) Equity includes all capital and reserves of the Group that are managed as capital.

39. FAIR VALUES OF FINANCIAL INSTRUMENTS

Fair values

Set out below is a comparison by class of the carrying amounts and fair value of the Group's financial instruments that are carried in the consolidated financial statements:

	Carrying amounts		Fair values	
	2021 QR.'000	2020 QR.'000	2021 QR.'000	2020 QR.'000
Financial assets				
Financial assets – equity instruments	**686,078**	789,007	**686,078**	789,007
Trade and other receivables	**3,716,812**	4,192,929	**3,716,812**	4,192,929
Bank balances and cash	**11,670,454**	15,678,488	**11,670,454**	15,678,488
Financial liabilities				
Loans and borrowings	**19,768,455**	29,794,815	**20,900,496**	31,528,169
Other non-current liabilities	**693,301**	1,643,092	**693,301**	1,643,092
Derivative financial instruments	**110,531**	136,457	**110,531**	136,457
Long term incentive points-based payments	**159,009**	201,897	**159,009**	201,897
Trade and other payables	**2,917,721**	6,965,959	**2,917,721**	6,965,959
Income tax payable	**320,220**	1,082,491	**320,220**	1,082,491

39. FAIR VALUES OF FINANCIAL INSTRUMENTS CONTINUED

Fair values Continued

The following methods and assumptions were used to estimate the fair values.

- Cash and short-term deposits, trade receivables, trade payables, and other current liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.
- Long-term fixed-rate and variable-rate receivables are evaluated by the Group based on parameters such as interest rates, specific country risk factors, and individual creditworthiness of the customer and the risk characteristics of the financed project. Based on this evaluation, allowances are taken to account for the expected losses of these receivables. At the end of the reporting period, the carrying amounts of such receivables, net of allowances, approximate their fair values.
- Fair value of quoted investments is based on price quotations at the end of the reporting period. The fair value of loans from banks and other financial debts, as well as other non-current financial liabilities is estimated by discounting future cash flows using rates applicable for similar risks and maturity profiles. Fair values of unquoted financial assets are estimated using appropriate valuation techniques.
- The Group enters into derivative financial instruments with various counterparties, principally financial institutions with investment grade credit ratings. Derivatives valued using valuation techniques with market observable inputs are mainly interest rate swaps, foreign exchange forward, contracts for differences and currency swaps. The most frequently applied valuation techniques include forward pricing and swap models using present value calculations. The models incorporate various inputs including the credit quality of counter parties, foreign exchange spot and forward rates and interest rate curves.

Fair value hierarchy

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique.

Level 1: Quoted prices (unadjusted) prices in active markets for identical assets or liabilities that the Group can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the assets of liability, either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

The following table provides the fair value measurement hierarchy of the Group's assets and liabilities at 31 December 2021 and 2020:

	31 December 2021 QR.'000	Level 1 QR.'000	Level 2 QR.'000	Level 3 QR.'000
Assets:				
Financial assets measured at fair value:				
FVTOCI	**682,195**	**–**	**–**	**682,195**
FVTPL	**3,883**	**–**	**3,883**	**–**
	686,078	**–**	**3,883**	**682,195**
Liabilities:				
Other financial liabilities measured at fair value				
Derivative financial instruments	**110,531**	**–**	**110,531**	**–**
Other financial liability for which fair value is disclosed				
Loans and borrowings	**20,900,496**	**–**	**20,900,496**	**–**
	21,011,027	**–**	**21,011,027**	**–**

	31 December 2020 QR.'000	Level 1 QR.'000	Level 2 QR.'000	Level 3 QR.'000
Assets:				
Financial assets measured at fair value:				
FVTOCI	703,178	–	–	703,178
FVTPL	85,829	2,017	83,809	3
	789,007	2,017	83,809	703,181
Liabilities:				
Other financial liabilities measured at fair value				
Derivative financial instruments	136,457	–	136,457	–
Other financial liability for which fair value is disclosed				
Loans and borrowings	31,528,169	–	31,528,169	–
	31,664,626	–	31,664,626	–

39. FAIR VALUES OF FINANCIAL INSTRUMENTS CONTINUED

Fair value hierarchy Continued

There is no transfer from Level 1, 2 and 3 during the financial period.

At 31 December 2021, the Group has notes with a fair value of QR. 16,611,437 thousand (2020: QR. 20,409,536 thousand). The notes are listed on the Irish bond market and the fair value of these instruments is determined by reference to quoted prices in this market. The market for these bonds is not considered to be liquid and consequently the fair value measurement is categorised within level 2 of the fair value hierarchy.

For fair value measurements categorised within Level 3 of the fair value hierarchy, the fair values are determined using appropriate valuation techniques, which include the use of mathematical models, such as discounted cash flow models and option pricing models, comparison to similar instruments for which market observables prices exist and other valuation techniques. Valuation techniques incorporate assumptions regarding discount rates, estimates of future cash flows as other factors.

The following table summarises the quantitative information about the significant unobservable inputs used in level 3 fair value measurements for the individually significant investment:

Description	Fair value at 31 December 2021 QR.'000	Unobservable inputs	Value of inputs	Relationship of unobservable inputs to fair value
Investment in a telecommunication related company classified as FVTOCI	422,242	EV/EBITDA	7.75 times	A change in the EV/EBITDA by 10% would increase/decrease the fair value by QAR 38,402 thousand

40. RELATED PARTY DISCLOSURES

Related party transactions and balances

Related parties represent associated companies including Government and semi-Government agencies, associates, major shareholders, directors and key management personnel of the Group, and companies of which they are principal owners. In the ordinary course of business, the Group enters into transactions with related parties. Pricing policies and terms of transactions are approved by the Group's management. The Group enters into commercial transactions with Government related entities in the ordinary course of business in terms of providing telecommunication services, placement of deposits and obtaining credit facilities etc.

A. Transactions with Government and related entities

As stated in Note 1, Qatar Holding L.L.C. is the Parent Company of the Group, which is controlled by Qatar Investment Authority. The Group enters into commercial transactions with the Qatar Government and other Government related entities in the ordinary course of business, which includes providing telecommunication services, placement of deposits and obtaining credit facilities. All these transactions are in the ordinary course of business at normal commercial terms and conditions. Following are the significant balances and transactions between the Company and the Qatar Government and other Government related entities.

(i) Trade receivables-net of impairment include an amount of QR 563,081 thousand (2020: QR. 554,739 thousand) receivable from Government and Government related entities.

(ii) The most significant amount of revenue from a Government related entity amounted to QR. 212,717 thousand (2020: QR. 93,474 thousand).

(iii) Industry fee pertains to the industry fee payable to CRA, a Government related entity.

In accordance with IAS 24 Related Party Disclosures, the Group has elected not to disclose transactions with the Qatar Government and other entities over which the Qatar Government exerts control, joint control or significant influence. The nature of transactions that the Group has with such related parties relates to provision of telecommunication services on normal commercial terms and conditions.

B. Transactions with Directors and other key management personnel

Key management personnel comprise the Board of Directors and key members of management having authority and responsibility of planning, directing and controlling the activities of the Group.

Director's remuneration of QR. 14,400 thousand was proposed for the year ended 31 December 2021 (2020: QR. 18,593 thousand). The compensation and benefits related to Board of Directors and key management personnel amounted to QR. 360,584 thousand for the year ended 31 December 2021 (2020: QR. 394,716 thousand), and end of service benefits QR. 15,709 thousand for the year ended 31 December 2021 (2020: QR. 15,529 thousand). The remuneration to the Board of Directors and key management personnel has been included under the caption "Employee salaries and associated costs".

41. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the consolidated financial statements in compliance with IFRS requires the management to make estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses and disclosure of contingent assets and contingent liabilities. Future events may occur which will cause the assumptions used in arriving at the estimates to change. The effects of any change in estimates are reflected in the consolidated financial statements as they become reasonably determinable.

Judgments and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Judgments

In the process of applying the Group's accounting policies, management has made the following judgments, apart from those involving estimations, which have the most significant effect on the amounts recognized in the consolidated financial statements:

Revenue recognition

Revenue recognition under IFRS 15 necessitates the collation and processing of very large amounts of data, use of management judgements and estimates to produce financial information. The most significant accounting judgements and source of estimation uncertainty are disclosed below.

Judgments in determining the timing of satisfaction of performance obligations

Per note 4, the Group generally recognises revenue over time as it performs continuous transfer of control of these services to the customers. Because customers simultaneously receive and consume the benefits provided by these services and the control transfer takes place over time, revenue is also recognised based on the extent of service transfer/ completion of transfer of each performance obligation. In determining the method for measuring progress for these POs, we have considered the nature of these services as well as the nature of its performance.

For performance obligations satisfied at a point in time, the Group considers the general requirements of control (i.e. direct the use of asset and obtain substantially all benefits) and the following non-exhaustive list of indicators of transfer of control:

- Entity has present right to payment
- Customer has legal title
- Entity has transferred legal possession
- Customer has significant risk and rewards
- Customer has accepted the asset

In making their judgment, the directors considered the detailed criteria for the recognition of revenue set out in IFRS 15 and, in particular, whether the Group had transferred control of the goods to the customer. Following the detailed quantification of the Group's liability in respect of rectification work, and the agreed limitation on the customer's ability to require further work or to require replacement of the goods, the directors are satisfied that control has been transferred and that recognition of the revenue in the current year is appropriate, in conjunction with the recognition of an appropriate warranty provision for the rectification costs. However, the determination of obligations is, for the primary goods and services sold by the Group, not considered to be a critical accounting judgement.

Principal versus agent

Significant judgments are made by management when concluding whether the Group is transacting as an agent or a principal. The assessment is performed for each separate revenue stream in the Group. The assessment requires an analysis of key indicators, specifically whether the Group:

- carries any inventory risk;
- has the primary responsibility for providing the goods or services to the customer;
- has the latitude to establish pricing; and
- bears the customer's credit risk.

Whether the Group is considered to be the principal or an agent in the transaction depends on analysis by management of both the legal form and substance of the agreement between the Group and its business partners. Scenarios requiring judgement to determine whether the Group is a principal or an agent include, for example, those where the Group delivers third-party branded services (such as value added services or TV content) to customers and mobile money service.

Determining the lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension and termination options are included in several leases across various classes of right-of-use assets across the Group. These terms are used to maximise operational flexibility in terms of managing contracts. In cases where lease contracts have indefinite term or are subject to auto renewal, lease term is determined considering the business case and reasonably certain renewal of lease.

41. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES CONTINUED

Judgments Continued

Determining the lease term Continued

As a lessee, optional periods are included in the lease term if the Group is reasonably certain it will exercise an extension option or will not exercise a termination option; this depends on an analysis by management of all relevant facts and circumstances including the leased asset's nature and purpose, the economic and practical potential for replacing the asset and any plans that the Group has in place for the future use of the asset. Where a leased asset is highly customised (either when initially provided or as a result of leasehold improvements) or it is impractical or uneconomic to replace then the Group is more likely to judge that lease extension options are reasonably certain to be exercised. The value of the right-of-use asset and lease liability will be greater when extension options are included in the lease term.

The lease terms can vary significantly by type and use of asset and geography. In addition, the exact lease term is subject to the non-cancellable period and rights and options in each contract. Generally, lease terms are judged to be the longer of the minimum lease term and:

- Between 5 and 10 years for land and buildings (excluding retail), with terms at the top end of this range if the lease relates to assets that are considered to be difficult to exit sooner for economic, practical or reputational reasons;
- The customer service agreement length for leases of local loop connections or other assets required to provide fixed line services to individual customers.

In most instances the Group has options to renew or extend leases for additional periods after the end of the lease term which are assessed using the criteria above.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee.

Estimates

The key assumptions concerning the future and other sources of estimation uncertainty at the financial position date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Impairment of non-financial assets

The Group assesses whether there are any indicators of impairment for all non-financial assets at each reporting date. Goodwill and other indefinite life intangibles are tested for impairment annually and at other times when such indicators exist.

The factors that the Group considers important which could trigger an impairment review include the following:

- significant or prolonged decline in the fair value of the asset;
- market interest rates or other market rates of return on investments have increased during the period, and those increases are likely to affect the discount rate used in calculating the asset's value in use and decrease the asset's recoverable amount materially;
- significant underperformance relative to expected historical or projected future operating results;
- significant changes in the manner of use of the acquired assets or the strategy for overall business; and
- significant negative industry or economic trends.

The Group determines an impairment loss whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount has been determined based on value in use calculations. The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset base of the cash-generating unit being tested. The recoverable amount of investment is determined based on the net present value of future cash flows, management assumptions made, including management's expectations of the investment's:

- growth in earnings before interest, tax, depreciation and amortisation ("EBITDA"), calculated as adjusted operating profit before depreciation and amortisation;
- timing and quantum of future capital expenditures;
- long term growth rates ranges during discrete period and terminal period;
- long-term cash flows and working capital estimates; and
- the selection of discount rates reflects the risks involved.

The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash inflows and the growth rate used for extrapolation purposes. Refer note 16 for the impairment assessment for investment in an associate.

In the case of goodwill and intangible assets with indefinite lives, at a minimum, such assets are subject to an annual impairment test and more frequently whenever there is an indication that such asset may be impaired. This requires an estimation of the value in use of the cash-generating units to which the goodwill is allocated. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and to choose a suitable discount rate in order to calculate the present value of those cash flows (Note 13).

41. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES CONTINUED

Estimates Continued

Useful lives of property, plant and equipment

The Group's management determines the estimated useful lives of its property, plant and equipment and investment properties based on the period over which the assets are expected to be available for use. The estimated useful lives of property, plant and equipment and investment properties are reviewed at least annually and are updated if expectations differ from previous estimates due to physical wear and tear and technical or commercial obsolescence on the use of these assets. It is possible that future results of operations could be materially affected by changes in these estimates brought about by changes in factors mentioned above. but it is not considered to be a significant risk of material adjustment to the carrying values of property, plant and equipment in the year to 31 December 2021 if these estimates were revised.

Provision and contingent liabilities

The Group's management determines provision on best estimate of the expenditure required to settle the present obligation as a result of the past event at the reporting date.

The Group's management measures contingent liabilities as a possible obligation depending on whether some uncertain future event occurs or a present obligation but payment is not probable or the amount cannot be measured reliably (Note 37).

Uncertain tax exposures

In certain circumstances, the Group may not be able to determine the exact amount of its current or future tax liabilities or recoverable amount of the claim refund due to ongoing investigations by, or discussions with the various taxation authorities. In determining the amount to be recognized in respect of uncertain tax liability or the recoverable amount of the claim for tax refund related to uncertain tax positions, the Group applies similar considerations as it would use in determining the amount of a provision to be recognized in accordance with IFRIC 23 Uncertainty over Income Tax Treatment, IAS 37 Provisions, Contingent Liabilities and Contingent Assets and IAS 12 Income Taxes (Note 37).

Fair value of unquoted equity investments

Where the fair value of financial assets and financial liabilities recorded in the consolidated statement of financial position cannot be derived from active markets, they are determined using valuation techniques including the discounted cash flows model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. The judgments include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments (Note 39).

Calculation of loss allowance

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history and existing market conditions, as well as forward-looking estimates at the end of each reporting period. Details of the key assumptions and inputs used are disclosed in (note 37).

42. SUMMARISED FINANCIAL INFORMATION OF SUBSIDIARIES WITH MATERIAL NON – CONTROLLING INTERESTS

The following table summarizes the information relating to each of the Group's subsidiaries that have material non-controlling interests, before any intra-group eliminations:

	Asiacell QR.'000	NMTC* QR.'000	Indosat Ooredoo QR.'000	Ooredoo Oman QR.'000
31 December 2021				
Non-current assets	**4,318,189**	**10,450,002**	**14,611,474**	**3,820,692**
Current assets	**1,839,459**	**3,651,767**	**2,774,005**	**541,877**
Non-current liabilities	**(386,684)**	**(2,882,272)**	**(7,291,290)**	**(585,131)**
Current liabilities	**(2,291,211)**	**(4,734,457)**	**(7,644,258)**	**(1,373,786)**
Net assets	**3,479,753**	**6,485,040**	**2,449,931**	**2,403,652**
Carrying amount of NCI	**1,250,653**	**1,369,031**	**1,144,543**	**1,081,925**
Revenue	**3,656,773**	**7,262,510**	**7,993,812**	**2,324,699**
Profit	**824,530**	**304,569**	**1,757,160**	**119,769**
Profit allocated to NCI	**296,343**	**70,996**	**633,848**	**53,588**

42. SUMMARISED FINANCIAL INFORMATION OF SUBSIDIARIES WITH MATERIAL NON – CONTROLLING INTERESTS CONTINUED

	Asiacell QR.'000	NMTC* QR.'000	Indosat Ooredoo QR.'000	Ooredoo Oman QR.'000
31 December 2020				
Non-current assets	4,028,695	11,369,194	15,495,866	3,910,737
Current assets	4,955,081	3,255,966	2,344,927	604,329
Non-current liabilities	(70,431)	(3,240,500)	(8,310,953)	(674,057)
Current liabilities	(5,690,634)	(4,780,743)	(6,330,358)	(1,403,617)
Net assets	3,222,711	6,603,917	3,199,482	2,437,392
Carrying amount of NCI	1,158,270	1,427,282	1,391,662	1,097,668
Revenue	4,019,839	7,039,902	6,983,284	2,508,775
Profit	725,674	82,638	(150,762)	201,271
Profit allocated to NCI	260,813	33,726	(38,599)	89,345

* This includes the Group's subsidiaries with material non-controlling interest (NCI) within NMTC sub-group (Wataniya Telecom Algerie S.P.A. ("Ooredoo Algeria"), Ooredoo Tunisie S.A. ("Ooredoo Tunisia"), Wataniya Palestine Mobile Telecommunications Public Shareholding Company ("Ooredoo Palestine"), before any intra-group eliminations.

43. SEGMENT INFORMATION

Information regarding the Group's reportable segments is set out below in accordance with "IFRS 8 Operating Segments". IFRS 8 requires reportable segments to be identified on the basis of internal reports that are regularly reviewed by the Group's chief operating decision maker ("CODM"), which is the "Board of Directors", and used to allocate resources to the segments and to assess their performance.

The Group is mainly engaged in a single line of business, being the supply of telecommunications services and related products. The majority of the Group's revenues, profits and assets relate to its operations in the MENA. Outside of Qatar, the Group operates through its subsidiaries and associates and major operations that are reported to the Group's CODM are considered by the Group to be reportable segments. Revenue is attributed to reportable segments based on the location of the Group companies. Inter-segment sales are charged at arms' length prices.

For management reporting purposes, the Group is organised into business units based on their geographical area covered, and has six reportable segments as follows:

1. Ooredoo Qatar is a provider of domestic and international telecommunication services within the State of Qatar;
2. Asiacell is a provider of mobile telecommunication services in Iraq;
3. Indosat Ooredoo is a provider of telecommunication services such as cellular services, fixed telecommunications, multimedia, data communication and internet services in Indonesia.
4. Ooredoo Oman is a provider of mobile and fixed telecommunication services in Oman;
5. Ooredoo Algeria is a provider of mobile and fixed telecommunication services in Algeria;
6. Ooredoo Myanmar is a provider of mobile and fixed telecommunication services in Myanmar; and
7. Others include some of the Group's subsidiaries which are providers of wireless and telecommunication services.

NMTC group is a provider of mobile telecommunication services in Kuwait and elsewhere in the MENA region. NMTC group includes balances and results of Ooredoo Kuwait, Ooredoo Tunisia, Ooredoo Algeria, Wataniya Palestine, Ooredoo Maldives PLC and others. In 2020, based on the recent information and circumstances, management reassessed and concluded that each of the aforementioned entities represents a separate operating segment and should be assessed individually whether it meets the criteria of IFRS 8 Operating Segments, as a reportable segment. If not, such is reported as part of "Others".

Management monitors the operating results of its operating subsidiaries separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss of these reportable segments. Transfer pricing between reportable segments are on an arm's length basis in a manner similar to transactions with third parties.

Notes to the Consolidated Financial Statements

For the year ended 31 December 2021

43. SEGMENT INFORMATION CONTINUED

Operating segments

The following tables present revenue and profit information regarding the Group's operating segments for the year ended 31 December 2021 and 2020:

	Ooredoo Qatar QR.'000	Asiacell QR.'000	Ooredoo Algeria QR.'000	Indosat Ooredoo QR.'000	Ooredoo Oman QR.'000	Ooredo Myanmar QR.'000	Others QR.'000	Adjustments and eliminations QR.'000	Total QR.'000
Year ended 31 December 2021									
Revenue									
Revenue from rendering of telecom services	**7,098,671**	**3,651,117**	**2,249,272**	**7,935,124**	**2,211,270**	**1,053,563**	**4,206,634**	**–**	**28,405,651**
Sale of telecommunications equipment	**77,812**	**5,151**	**4,641**	**7,590**	**87,508**	**2,661**	**1,199,761**	**–**	**1,385,124**
Revenue from use of assets by others	**17,678**	**–**	**–**	**49,961**	**23,115**	**7,607**	**10,606**	**–**	**108,967**
Inter-segment	**270,171**	**505**	**20,754**	**1,137**	**2,806**	**4,131**	**308,283**	**(607,787) (i)**	**–**
Total revenue	**7,464,332**	**3,656,773**	**2,274,667**	**7,993,812**	**2,324,699**	**1,067,962**	**5,725,284**	**(607,787)**	**29,899,742**
Timing of revenue recognition									
At a point in time	**330,599**	**5,151**	**4,641**	**7,590**	**87,508**	**2,661**	**1,243,041**	**(296,067)**	**1,385,124**
Over time	**7,133,733**	**3,651,622**	**2,270,026**	**7,986,222**	**2,237,191**	**1,065,301**	**4,482,243**	**(311,720)**	**28,514,618**
	7,464,332	**3,656,773**	**2,274,667**	**7,993,812**	**2,324,699**	**1,067,962**	**5,725,284**	**(607,787)**	**29,899,742**
Results									
Segment profit (loss) before tax*	**1,984,075**	**934,927**	**68,368**	**1,853,429**	**248,302**	**(3,517,793)**	**525,317**	**(417,308) (ii)**	**1,679,317**
Depreciation and amortisation	**894,455**	**818,236**	**672,614**	**2,820,192**	**700,606**	**632,759**	**1,018,542**	**417,039 (iii)**	**7,974,443**
Net finance costs	**618,078**	**15,269**	**46,228**	**837,536**	**38,994**	**194,734**	**53,470**	**–**	**1,804,309**
Year ended 31 December 2020									
Revenue									
Revenue from rendering of telecom services	6,751,825	4,018,558	2,223,543	6,814,718	2,375,379	1,155,769	4,063,421	–	27,403,213
Sale of telecommunications equipment	110,569	–	7,300	29,257	108,290	3,050	1,012,557	–	1,271,023
Revenue from use of assets by others	15,008	–	–	136,123	21,501	11,414	8,283	–	192,329
Inter-segment	195,106	1,281	24,759	3,186	3,605	1,281	301,371	(530,589) (i)	–
Total revenue	7,072,508	4,019,839	2,255,602	6,983,284	2,508,775	1,171,514	5,385,632	(530,589)	28,866,565
Timing of revenue recognition									
At a point in time	276,243	–	7,300	29,257	108,290	3,050	1,072,057	(225,174)	1,271,023
Over time	6,796,265	4,019,839	2,248,302	6,954,027	2,400,485	1,168,464	4,313,575	(305,415)	27,595,542
	7,072,508	4,019,839	2,255,602	6,983,284	2,508,775	1,171,514	5,385,632	(530,589)	28,866,565
Results									
Segment profit (loss) before tax*	1,922,718	688,586	28,704	(145,200)	353,899	(330,892)	(153,892)	(738,894) (ii)	1,625,029
Depreciation and amortisation	897,171	908,108	681,346	2,722,584	712,637	900,254	996,857	426,503 (iii)	8,245,460
Net finance costs	711,626	4,595	35,885	816,489	37,610	222,862	66,509	–	1,895,576

* Segment profit / loss before tax is determined after deducting all expenses attributable to the segment including depreciation, amortisation and impairment of assets and finance cost.

43. SEGMENT INFORMATION CONTINUED

Operating segments Continued

Note:

(i) Inter-segment revenues are eliminated on consolidation.

(ii) Segment profit before tax does not include the following:

	2021 QR.'000	2020 QR.'000
Amortisation of intangibles	**(417,308)**	(426,794)
Impairment of intangibles	**–**	(312,100)
	(417,308)	(738,894)

(iii) Amortisation relating to additional intangibles identified from business combination was not considered as part of segment expense.

The following table presents segment assets of the Group's operating segments as at 31 December 2021 and 2020.

	Ooredoo Qatar QR.'000	Asiacell QR.'000	Ooredoo Algeria QR.'000	Indosat Ooredoo (iii) QR.'000	Ooredoo Oman QR.'000	Ooredoo Myanmar QR.'000	Others QR.'000	Adjustments and Eliminations QR.'000	Total QR.'000
Segment assets (i)									
At 31 December 2021	**16,854,963**	**6,034,345**	**3,591,916**	**16,871,064**	**4,355,850**	**2,754,591**	**10,255,353**	**16,639,446**	**77,357,528**
At 31 December 2020	18,362,392	8,859,177	3,949,676	17,314,280	4,496,988	6,839,523	10,640,763	17,274,262	87,737,061
Capital expenditure (ii)									
At 31 December 2021	**802,886**	**993,485**	**297,173**	**1,760,779**	**501,693**	**141,541**	**646,586**	**–**	**5,144,143**
At 31 December 2020	916,715	1,309,303	538,156	2,269,327	1,284,587	188,272	721,282	–	7,227,642

Note:

(i) Goodwill and other intangibles arising from business combination amounting to QR. 16,639,446 thousand (31 December 2020: QR. 17,274,262 thousand) was not considered as part of segment assets.

(ii) Capital expenditure consists of additions to property, plant and equipment and intangibles excluding goodwill and assets arising from business combinations.

(iii) Classified as assets held for sale as at 31 December 2021 (note 46).

44. CONTRIBUTION TO SOCIAL AND SPORTS FUND

According to Qatari Law No. 13 for the year 2008 and the related clarifications issued in January 2010, the Group is required to contribute 2.5% of its annual net profits to the state social and sports fund. The clarification relating to Law No. 13 requires the payable amount to be recognised as a distribution of income. Hence, this is recognised in the statement of changes in equity.

During the year, the Group appropriated an amount of QR. 990 thousand (2020: QR. 40,358 thousand) representing 2.5% of the net profit generated from Qatar Operations.

45. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	1 January 2021 QR.'000	Financing cash flows (i) QR.'000	Non-cash changes (ii) QR.'000	Other changes (iii) QR.'000	**31 December 2021 QR.'000**
Loans and borrowings (Note 28)	29,662,119	(5,410,371)	–	(4,487,903)	**19,763,845**
Deferred financing costs (Note 28)	(147,322)	(78,396)	44,274	3,694	**(177,750)**
Other non-current liabilities (Note 30)	2,550,753	(537,497)	–	(1,099,665)	**913,591**
Lease liabilities (Note 32)	7,360,403	(1,084,254)	2,922,175	(5,011,148)	**4,187,176**

Notes:

(i) The financing activities in the statement of cash flows mainly include the cash flows from loans and borrowings and other non-current liabilities.

(ii) The non-cash changes pertain to the amortisation of deferred financing costs.

(iii) Other changes include exchange adjustments and reclassification.

46. ASSETS AND LIABILITIES CLASSIFIED AS HELD FOR SALE

In December 2021, the assets and liabilities pertaining to Indosat Ooredoo (IO), a subsidiary of the Group, were classified as held for sale following an assessment undertaken by the Group. This assessment was undertaken following the announcement of the proposed merger of the operations of IO and Hutchison Indonesia and the subsequent signing of the merger agreement with Hutchison.

Based on the assessment of key milestones associated with the proposed merger, the Group determined that as at 31st December 2021, the IO operation meets the requirements of IFRS 5 to be treated as "Held for sale" since the sale is highly probable within the next 12 months.

In the light of the above, Ooredoo's investment in IO has been classified as "Held for sale" in Ooredoo Group consolidated financial statements for the year ended 31st December 2021. By virtue of the fact that IO was a major line of business, and it will continue to be a major line of business after the merger, it does not meet the definition of a discontinued operation.

Accordingly the related assets held for sale as at 31st December 2021 are measured at the lower of carrying amount or fair value less cost to sell and shown as a separate line in the consolidated statement of financial position without changing the comparative numbers.

The following assets and liabilities were reclassified as held for sale as at 31 December 2021:

	2021 QR.'000
Assets classified as held for sale	
Property, plant and equipment	**8,560,998**
Intangible assets and goodwill	**5,477,053**
Right-of-use assets	**3,051,059**
Trade and other receivables	**1,403,152**
Bank balances and cash	**968,087**
Other assets	**1,433,554**
Total Assets	**20,893,903**
Liabilities directly associated with assets classified as held for sale	
Loans and borrowings	**4,343,615**
Lease liabilities	**4,336,974**
Other non – current liabilities	**974,244**
Trade and other payables	**4,127,166**
Other liabilities	**1,141,313**
Total Liabilities	**14,923,312**

46. ASSETS AND LIABILITIES CLASSIFIED AS HELD FOR SALE CONTINUED

The cumulative expense recognized in the statement of other comprehensive income as at 31 Dec 2021 relating to the above subsidiary classified as held for sale amounted to QR.2,559,751 thousands.

47. IMPACT OF COVID-19

Due to continued uncertainties caused by COVID-19, the Group has considered whether any adjustments and changes in judgments, estimates and risk management are required to be considered and reported in the consolidated financial information. The Group's business operations remain largely unaffected by the current situation.

The Group has performed a qualitative assessment for its investment in CGUs, considering the minimal impact of COVID-19 on entities operating in telecommunication sector, and compared the actual results for the year ended 31 December 2021 against the budget and industry benchmarks which confirmed that the impairment assessment as at 31 December 2020 remains unchanged.

The Group has updated the inputs and assumptions used for the determination of expected credit losses ("ECLs") as at 31 December 2021. ECLs are estimated based on the relevant forward-looking macroeconomic factors, significant increase in credit risk, and assessing the indicators of impairment for the exposures in potentially affected sectors.

The Group will continue to closely monitor the impact of COVID-19 as the situation progresses to manage the potential business disruption COVID-19 outbreak may have on its operations and financial performance.

48. COMPARATIVE INFORMATION

During the year, the Group performed an exercise to determine if the presentation of the consolidated financial statements is in accordance with IAS 1 "Presentation of financial statements". This exercise resulted in reclassification of certain line items in the consolidated financial statements. The comparative figures have been reclassified in order to conform with the presentation for the current period. Such reclassifications have been made by the Group to improve the quality of information presented and did not have any impact on the previously reported equity and profits.

	For the year ended 31 December			
Consolidated statement of profit or loss for the year ended 31 December 2020	Previous QR.'000	Reclassification QR.'000	Current QR.'000	Notes
Operating expenses	(10,806,132)	10,806,132	–	Operating expenses and selling, general and administrative expenses have been split out further into the financial statement line items alongside; and to separately present impairment on financial assets and non-financial assets on the face of the statement of profit or loss to comply with presenting the income statement appropriately by nature
Selling, general and administrative expenses	(5,966,048)	5,966,048	–	
Network, interconnect and other operating expenses	–	(13,194,381)	(13,194,381)	
Employee salaries and associated cost	–	(3,258,375)	(3,258,375)	
Impairment provision (reversal) on financialassets and other assets	(448,535)	448,535	–	
Impairment losses on goodwill and other non-financial assets	–	(407,184)	(407,184)	
Impairment losses on financial assets	–	(360,775)	(360,775)	
Other income – net	470,615	(470,615)	–	Reclassified to present other income/expenses; and finance income and costs on a gross basis, as opposed to net to comply with IAS 1
Other income	–	458,026	458,026	
Other (losses)/ gains – net	–	12,589	12,589	
Net finance costs	(1,895,576)	1,895,576	–	
Finance costs	–	(2,149,685)	(2,149,685)	
Finance income	–	254,109	254,109	
Total	**(18,645,676)**	**–**	**(18,645,676)**	

48. COMPARATIVE INFORMATION CONTINUED

Consolidated statement of financial positions at 31 December 2020	For the year ended 31 December Previous QR.'000	Reclassification QR.'000	Current QR.'000	Notes
Trade and other payables	15,613,600	(280,018)	15,333,582	Reclassified the accrued interest payable and profit payable on Islamic financing obligations from the trade and other payables line item to the loans and borrowings line item to comply with the requirements of IFRS 9 "Financial instruments"
Loans and borrowings – current	5,189,283	280,018	5,469,301	
Contract costs and assets	556,039	(556,039)	–	Reclassified contract costs from the "Contract assets and costs" line item to the "Trade and other receivables" line item and "Other non-current assets" line item in order to comply with the requirements of IAS1 "Presentation of financial statements" and IFRS 15 "Revenue from contracts with customers"
Contract costs – non-current	–	151,431	151,431	
Contract costs –current	–	196,958	196,958	
Trade and other receivables	7,612,862	170,251	7,783,113	
Other non-current assets	740,343	37,399	777,742	

The effects of the reclassifications in the tables above have accordingly been mirrored as appropriate in the comparative period's consolidated statement of cash flows with no impact on net cash generated from operating activities, net cash used in investing activities or net cash used in financing activities.

49. EVENTS AFTER THE REPORTING DATE

On 4 January 2022, one of the subsidiaries of the Group namely Indosat Ooredoo (IO) completed a statutory merger with PT Hutchison 3 Indonesia ("H3I"), the Indonesian subsidiary of CK Hutchison Holdings Limited ("CKH").

The merger was approved by the shareholders on 28 December 2021. However, the remaining ministry approvals pending as of the balance sheet date to finalize the merger deal (Minister of Law and Human Rights and Ministry of Communication and Informatics) were only received on 4 January 2022. Accordingly, the merger was completed as of that date, the Group lost control over IO in which the Group had 65% shareholding, when the new board of directors came into effect.

The merged company will be jointly controlled by the two parties of the merger deal, whereby the Group will have 32.8% in the merged entity and will be equity accounted by the Group from the 4th January 2022.

The financial effects of this transaction have not been recognised at 31st December 2021, other than those disclosed in note 46, which details the assets and liabilities of IO classified as assets held for sale.

At the time the consolidated financial statements were authorised for issue, the Group had not yet completed the accounting for the merger. As such the financial effect of the transaction cannot be disclosed accurately.