

ANNUAL  
REPORT  
2019



20  
عشرون عاماً  
Years



المتحدة للتنمية  
UNITED DEVELOPMENT CO.



His Highness  
**Sheikh Tamim bin Hamad Al-Thani**  
The Amir of The State of Qatar

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# Board of Directors



**H.E. Mr. Turki bin Mohammed Al-Khater**  
Chairman



**Mr. Abdul Rahman Abdullah Abdul Ghani**  
Vice Chairman



**Mr. Abdulaziz Mohammed Al Mana**  
Board Member



**Mr. Ali Hussain Alfardan**  
Board Member



**Mr. Abdul Rahman Saad Al-Shathri**  
Board Member



**Mr. Nasser Jaralla Al Mirry**  
Board Member



**H.E. Mr. Mubarak Ali Al Nuaimi**  
Board Member



**H.E. Sheikh Faisal bin Fahad Al Thani**  
Board Member



**Mr. Ibrahim Jassim Al-Othman Fakhroo**  
President and Chief Executive Officer  
and Member of The Board





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# Chairman Message

## Dear Shareholders,

On behalf of the Board of Directors, it is my pleasure to present United Development Company's (UDC) Annual Report for the year 2019 including its audited financial statements for the year ending 31 December 2019.

Despite a challenging real-estate market, UDC delivered good financial results driven by the Company's success in attracting new investments into The Pearl-Qatar.

For the year 2019, UDC reported net profit of QR 458 million and revenues of QR 1.76 billion, with an increase of 8% compared to 2018 and the net profit attributable to equity holders of the parent standing at QR 423 million and basic earnings per share of QR 0.120. The Board of Directors recommended the distribution of cash dividends equivalent to 5% of share par value, which is equal to 5 Dirham for each share.

It is worth mentioning that profits achieved by UDC are considered good and notable compared to that of major real-estate companies in the region, which recorded significant losses.

These financial results demonstrate the achievability of UDC's strategy of diversifying its revenues through the sale and leasing of real-estate properties, while investing in the ongoing development of The Pearl-Qatar and long-term ventures, such as Gewan Island.

UDC's development strategy focuses on supporting Qatar real-estate sector in line with the government initiatives to encourage and enhance real-estate investment opportunities for local and foreign investors by providing all related necessary facilities and support.

Therefore, UDC accelerated the pace of its real estate development in the year 2019, of which solid progress was made on several fronts across The Pearl-Qatar throughout the year. UDC awarded contracts for the construction of the United School International and the development of three gated compounds in Floresta Gardens, as well as a gated compound in Giardino Village for a total value of approximately QR 542 million.

These projects will further bolster the Island's position as an attractive destination for families and investors alike, as evidenced by the record number of visitors that The Pearl-Qatar attracted every year, as well as the successful sale of a number of residential units and land plots including ten tower plots in Floresta Gardens.

With these development projects proceeding according to plan, UDC took solid actions to move forward with the development of its latest flagship real-estate venture, Gewan Island, a 400,000 sqm project adjacent to The Pearl-Qatar.

Earlier this year, UDC secured a financing agreement for the development of Gewan Island for a credit limit of QR 1.25 billion and awarded contracts for the construction of the Island's entrance cable-stayed bridge and the launch of marine works, of which the total value of such contracts amounted to approximately QR 663 million.

According to the Company's five-year business plan, UDC's investments in long-term projects, with an amount of QR 5.5 billion ensure the Company's sustainable growth and the creation of new opportunities and revenue sources over the long term.

In line with this business plan, it is intended that capital contracts will be awarded for developing the projects with an amount of QR 3 billion and with cash outflow payments for those contracts amounting to QR 1.9 billion during 2020.

UDC always endeavors to enhance the efficiency employed in managing its financial resources. For example during the year 2019 the Company settled bank loans installments amounting to approximately QR 532 million, which led to reducing the Company's financing cost by 13% compared to the year 2018.

Thus, the proposed dividends for the year 2019 are in line with value of the real-estate projects that the Company will develop and cash outflow that will be spent on these projects during the year 2020 in accordance to the Company's five-year business plan.

This aligns with UDC's long-established business strategy of nurturing developments and partnerships to generate positive returns to the Company's shareholders and further contributes to economic diversification in the State of Qatar.

I would like to note that our success would not have been possible without the support of His Highness The Amir, Sheikh Tamim bin Hamad Al Thani, who has backed our Company and its investment strategies, which strongly fall in line with the objectives of Qatar's National Vision 2030.

I would like to express the Board's sincere appreciation to our shareholders for their trust and continued and unwavering support.

Additionally an applaud is extended to the management team and employees' dedication and commitment to achieve success and growth.

I thank you all for your contribution in ensuring the continuation of UDC's growth.

**Turki bin Mohammed Al-Khater**  
Chairman



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# President & CEO Message

## Dear Shareholders,

In 2019, UDC placed a strong emphasis on expanding both its residential and retail offerings, and building on its community and customer-oriented initiatives across The Pearl-Qatar, while moving forward with the development of Gewan Island, its latest flagship real-estate venture.

These policies proved to be successful, as UDC maintained steady returns and enhanced The Pearl-Qatar's position as a safe and vibrant destination of choice for families, investors and tourists.

The positive financial results achieved in 2019 are mainly due to the successful sale and rental of residential and commercial properties, which are as follows:

- Retail Leasing: An increase of 18% in leased retail space compared to 2018 and the opening of 65 new retail brands.
- Residential Leasing: 178 new residential rental contracts.
- Residential Sales:
  - Completed Residential Units: 115% increase in sales compared to 2018.
  - Al Mutahidah Towers: 35% increase in the volume of sales of residential units under construction compared to 2018.
  - Giardino Village: Sale of all completed villas and buildings, and 14 plots allocated among villas and low-rise building plots.
  - Floresta Gardens: Sale of all tower plots amounting to 10 plots.
  - Qanat Quartier Marina: Sale of 50% of plots.
  - Gewan Island: Sale of 50% of residential plots.

The Pearl-Qatar also witnessed an 11% increase in the number of visitors compared to 2018.

On the development aspect, UDC is executing the following major projects:

- Gewan Island development including infrastructure and bridge works, construction of residential buildings, standalone villas and the mosque in addition to landscaping works and building the district cooling plant.
- Giardino Village Gated Compound which will be home to residential villas, a clubhouse featuring

a gym, an external swimming pool and a squash court.

- Floresta Gardens three Gated Compounds, each consisting of residential villas with access to facilities that include a club house, swimming pools and green spaces, among other amenities.

These major sizeable projects will enable UDC to pursue its growth journey, and to capitalise on two decades of excellence in the delivery of sustainable ventures to residents, investors, businesses and shareholders alike.

In line with the Company's efforts to provide stakeholders with top notch services, The Pearl-Qatar continues to attract more residents, retail investors and businesses. In this context, UDC ratified new agreements with the Ministry of Interior to promote traffic safety and secure the maritime borders at The Pearl-Qatar, while naming Orbital Education, a leading British educational group, to operate United School International and awarded Al Darwish Engineering Company the contract for the construction works for the School.

In 2019, UDC won two awards for best mixed-use project for The Pearl-Qatar and the best commercial tower for UDC Tower. UDC was also presented with the Best Employer Brand Award and the Award for Best HR Strategy in Line With Business.

In addition to these many achievements, UDC is proud of its commitment to social responsibility across its commercial practices by contributing to an improved quality of life for the community at The Pearl-Qatar. As such, UDC launched several initiatives during 2019 to enhance environmental awareness, waste management and recycling in accordance with national and global sustainability principles.

UDC will equally continue to add value to Qatar's economic diversification and development through strategic investments in the real-estate market.

In closing, I would like to thank all those who have contributed to our success. Our achievements would not have been possible without the support of our board members, employees, investors and partners.

**Ibrahim Jassim Al-Othman**  
President & CEO and Member of The Board









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UNITED DEVELOPMENT CO.





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# United Development Company (UDC)



**Incorporated: 1999**

**Ownership: Qatari Public Shareholding Company**

**Sector: Urban Development and Investments**

United Development Company (UDC) is a leading Qatari public shareholding company with a mission to identify and invest in long-term projects contributing to the growth of the State of Qatar and providing good shareholder value.

Established in 1999, the Company was listed on the Qatar Exchange in June 2003. It has an authorized share capital of QR 3.5 billion and total assets of QR 18.2 billion at 31 December 2019.

From day one, the Company actively contributing in the development of the State of Qatar, rapidly evolving into a leading Qatari Public Shareholding Company and has successfully established a group of various good performing investments.

Through a combination of project activities and commercial enterprise, UDC and its subsidiaries have accumulated a large amount of specific experience including detailed knowledge of real-estate development, property management,

hospitality and maritime, infrastructure and utilities.

As part of its five-year business plan (2019-2023), UDC is leveraging its leading market position to achieve sustainable financial performance and maintain profitability targets by focusing on the core business activities and investing in new and viable real-estate developments.

UDC's flagship project is The Pearl-Qatar, an urban mixed-use, man-made island development. Located 350 meters offshore of Doha's prestigious West Bay District, The Pearl-Qatar Island is one of the largest real-estate developments in the Gulf.

UDC is also in the process of developing Gewan Island located adjacent to The Pearl-Qatar Island, into the Company's latest world class residential, commercial and entertainment project. This development has the potential of becoming a magnificent destination that will maintain UDC's future growth.







# UDC Headquarter



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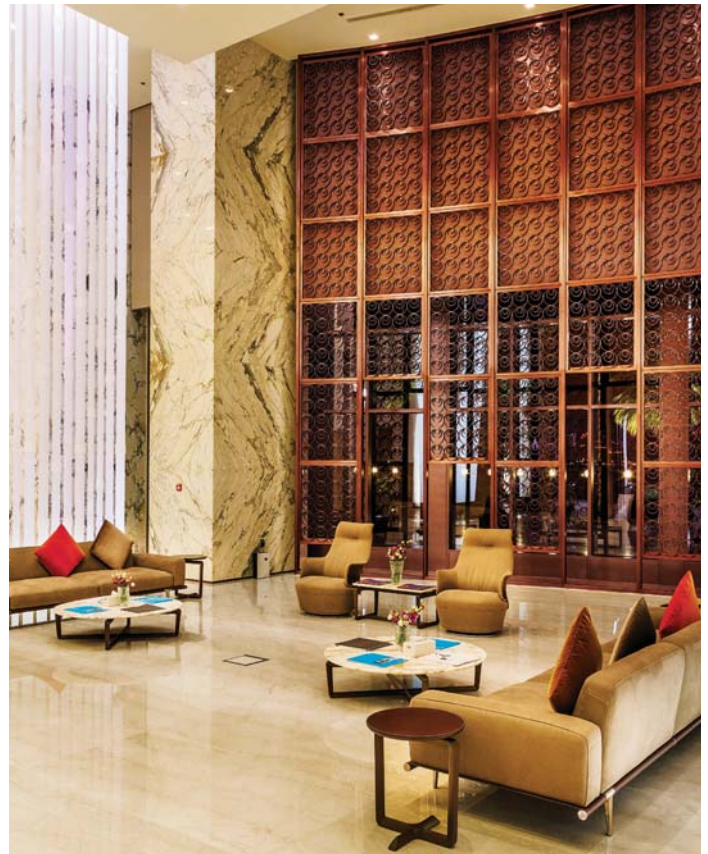
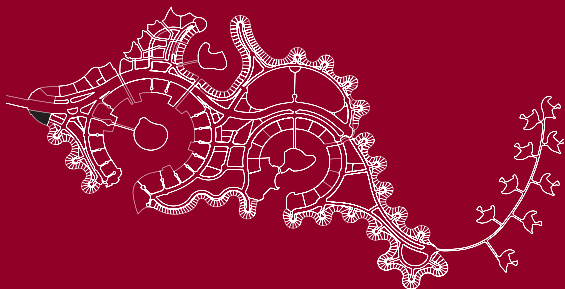
## Take Your Business Address To New Heights

### UDC Tower

UDC Tower, which is located at the entrance of The Pearl-Qatar, stands at around 201 meters high and is one of the tallest structures on the Island.

The 42-storey tower has been developed to provide the best possible working environment with first-class facilities, making the Tower the location of choice for many businesses.

UDC Tower houses the highly prestigious restaurant: "Indego by Vineet" restaurant at the 40th, 41st & 42nd floors with breathtaking panoramic views of the mainland and Arabian Gulf. The Tower also includes "The Venue": Qatar's most significant VVIP ladies fitness club at the 8th floor and the luxurious "Bentley" car showroom and "Gourmet District" Qatar's First Indoor Food Park at the ground floor.









القطر  
THE PEARL  
قطر QATAR

# The Pearl-Qatar

The Pearl-Qatar is one of the largest real-estate developments in the Middle East that sits on 4 million sqm of reclaimed land and located 350 meters offshore of Doha's prestigious West Bay District.

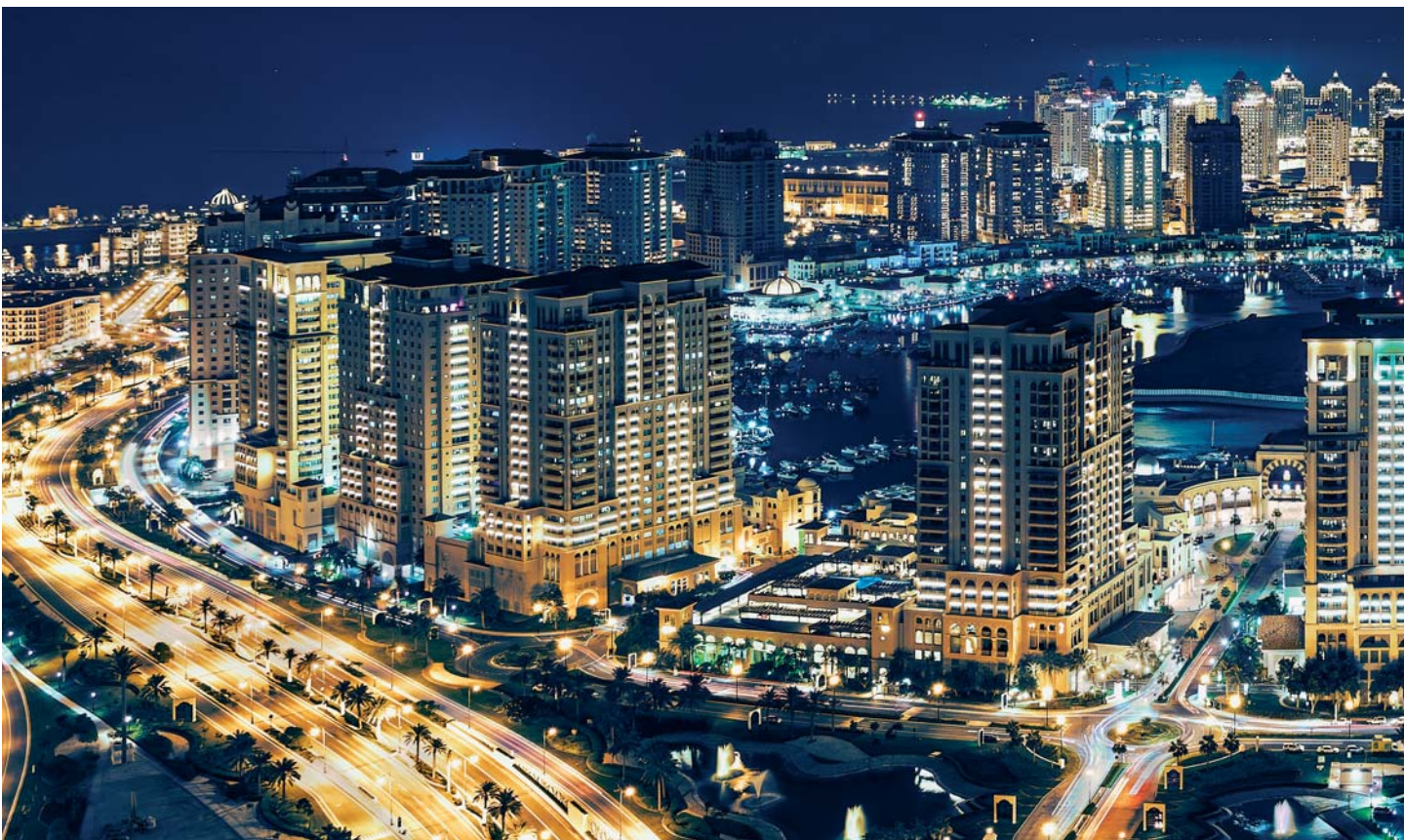
The integrated and sustainable Island, which won the 2018-2019 "Best Mixed-use Development" award at the prestigious Arabian Property Awards, incorporates a variety of distinct features including apartments, villas, townhouses, penthouses, diverse entertainment facilities, in addition to an award-winning marina and beautiful serene beaches.

The Island is divided into 10 architecturally distinct and themed precincts that house

various property types including studios, 1 to 3-bedroom apartments, in addition to villas and low-rise buildings, carefully planned pedestrian-friendly squares and plazas, and a wide range of landscaped gardens.

More than 350 retail shops are currently operational on the Island and include popular fashion brands, coffee shops, restaurants and other lifestyle offerings occupying more than 115,000 sqm of leased retail spaces.

The Pearl-Qatar has been created over 32 km of new coastline with expected 25,000 dwellings and 50,000 residents by the end of 2021.





## Major Precincts



# Major Precincts



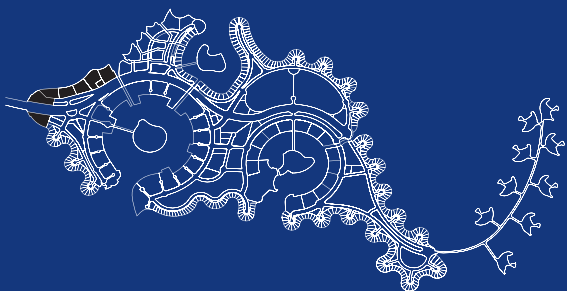
## The Gateway to The Pearl-Qatar

### Abraj Quartier

Abraj Quartier consists of seven towers: five that are 36 storeys tall and two that are 42 storeys tall; the latter 2 towers straddle the access road to the mainland and form the 'gateway' to The Pearl-Qatar. Also known as the 'Avenue of Towers', the Abraj Quartier is a prime location for offices, businesses and companies; in particular, the two highly prestigious 42-storey towers' each provide a panoramic and breathtaking view of the mainland across the azure waters of the Arabian Gulf.

#### Overview:

- Mixed commercial use
- Distinct state-of-the-art architecture
- UDC Tower developed to accommodate high-quality office space with eight-level car parking podiums









# Major Precincts



## Cosmopolitan Riviera Arabia Lifestyle

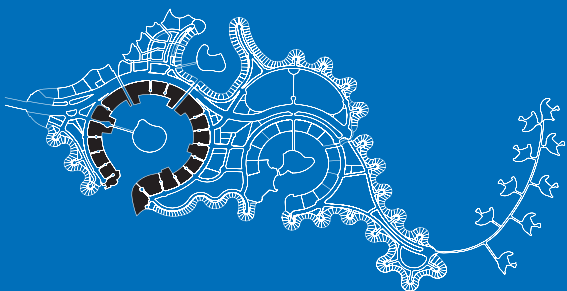
### Porto Arabia

Porto Arabia represents a modern Mediterranean dwelling in the heart of Arabia with an open-air retail design. The colorful waterfront, known as La Croisette, is a lively 3.5-km pedestrianized concourse, lined with numerous upscale retail stores and dining outlets. The precinct features 31 Mediterranean-style towers with a total of 7,206 residential units including townhouses, 93,000 sqm of retail, fashion and F&B spaces, 360 retail units and 891 marina berths.

Porto Arabia Marina was awarded a "5 Gold Anchors" rating from the Gold Anchor Award Scheme by The Yacht Harbor Association, a body associated with the British Marine Federation. The award recognizes the marina's quality of facilities and standard of service.

#### Overview:

- 31 Mediterranean-style towers
- 7206 residential units including townhouses
- 93,000 sqm of retail, fashion and F&B spaces
- 360 retail units
- 3,500 retail parking spaces
- 3.5-km corniche – 'La Croisette Boulevard'
- 891 marina berths









# Major Precincts



## The Vibrant Town Center

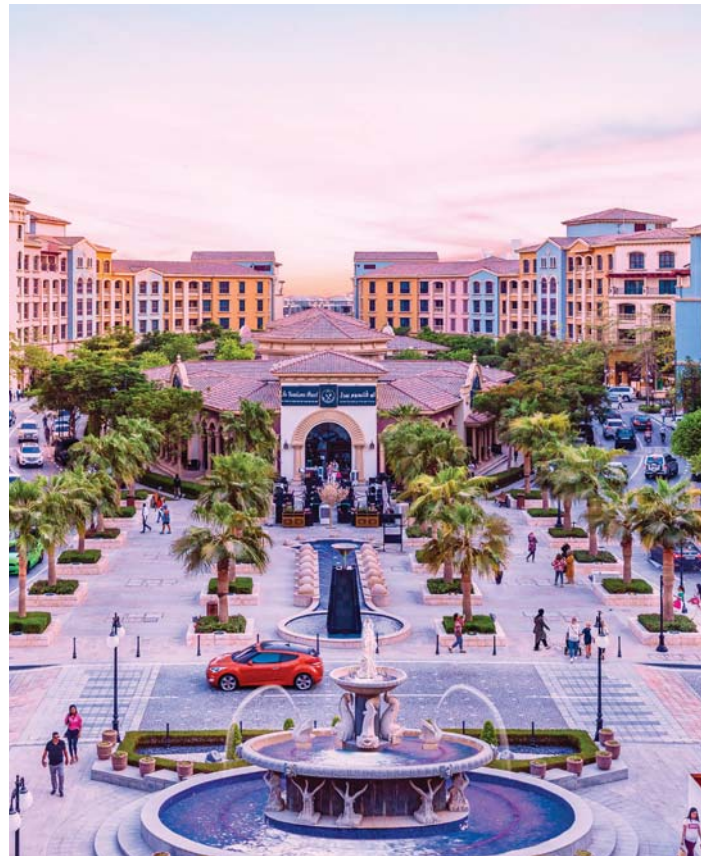
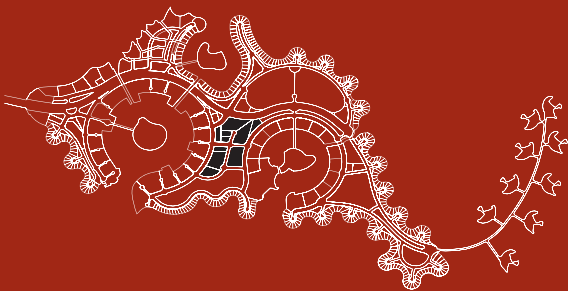
### Medina Centrale

Located between the residential, shopping and dining district of Porto Arabia and the relaxed, family-oriented beachfront community of Viva Bahriya, Medina Centrale forms a single, mixed-use property development characterized by low-rise buildings, abundant green space and various retail shops and services on residents' doorsteps.

Within the central shopping zone of Medina Centrale, one can find a full range of retail and community services, a wide selection of food and beverage outlets and a parking podium for more than 3,500 cars.

#### Overview:

- A hub for amenities and facilities
- 538 residential units
- 70,500 sqm retail space
- 130 retail units
- 3,580 retail parking spaces
- A lively environment, perfect for celebrations and events
- Numerous parks and open spaces
- Internationally recognized casual dining outlets









# Major Precincts



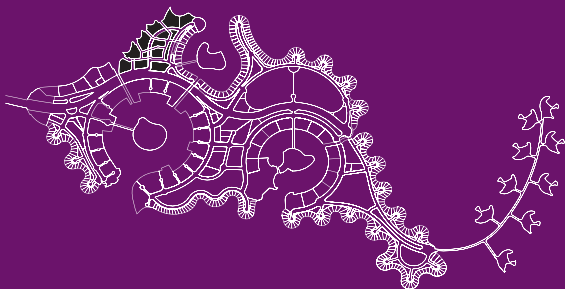
## Venetian Charm Meets Arabian Chic

### Qanat Quartier

With its colorful Venetian character, Qanat Quartier is carefully planned around intricate canals and pedestrian-friendly squares and plazas. Proximity to water is a feature of all townhouses with direct views over the beach, and some featuring roof gardens. Its boutique-style retail outlets add to the intimate village feel, with 31,000 sqm of 'festival' shopping.

#### Overview:

- Waterfront village reminiscent of the best of Venice
- Canals reminiscent of Venetian waterfront living
- Stylish townhouses and apartments
- 31,000 sqm retail space
- 190 retail units
- 1,120 retail parking spaces









# Major Precincts



## Community Living with Mediterranean Inspired Architecture

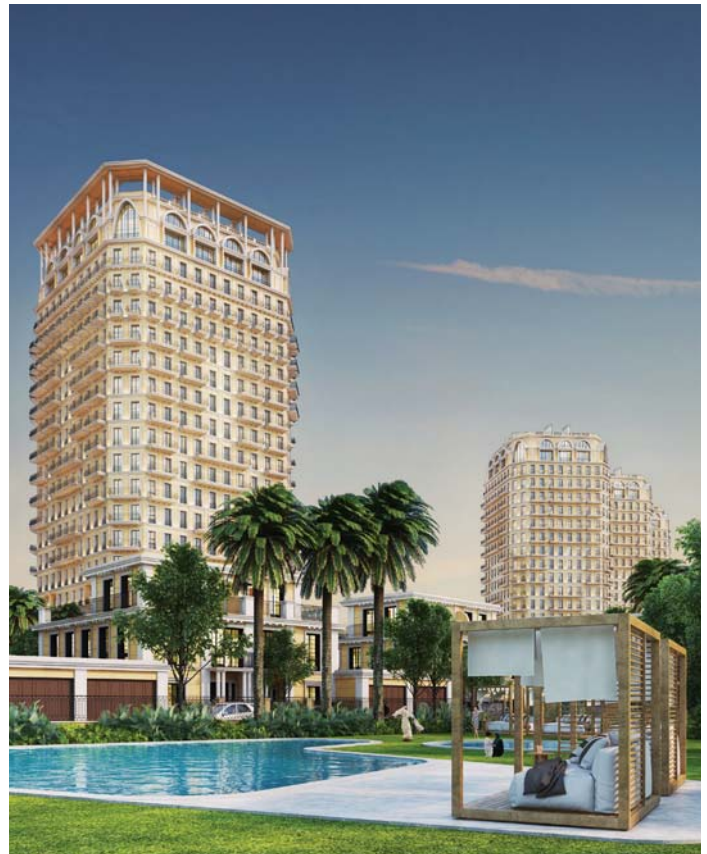
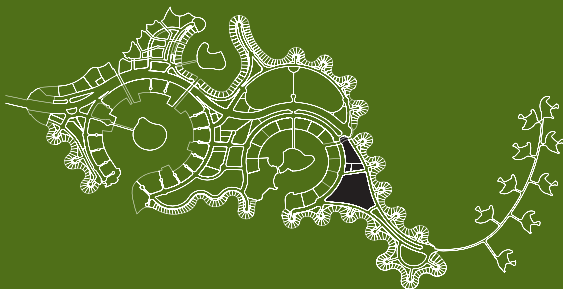
### Floresta Gardens

Located East of Viva Bahriya precinct, Floresta Gardens precinct is one of the most prized locations in The Pearl-Qatar.

Floresta Gardens precinct offers a variety of community living options, characterized by Mediterranean-style architecture. Floresta Gardens precinct spans an area of 145,967 sqm and will be home to 5,000 residents, ten mid-rise residential towers and 114 villas within three gated villa compounds, and a 2,452-sqm shopping center.

#### Overview:

- 10 residential towers of 15 floors each
- Shopping center
- 3 gated compounds with lush landscape, clubhouses, swimming pools and tennis courts
- Kids area









# Major Precincts



## A Villa Sanctuary within Urban Surroundings

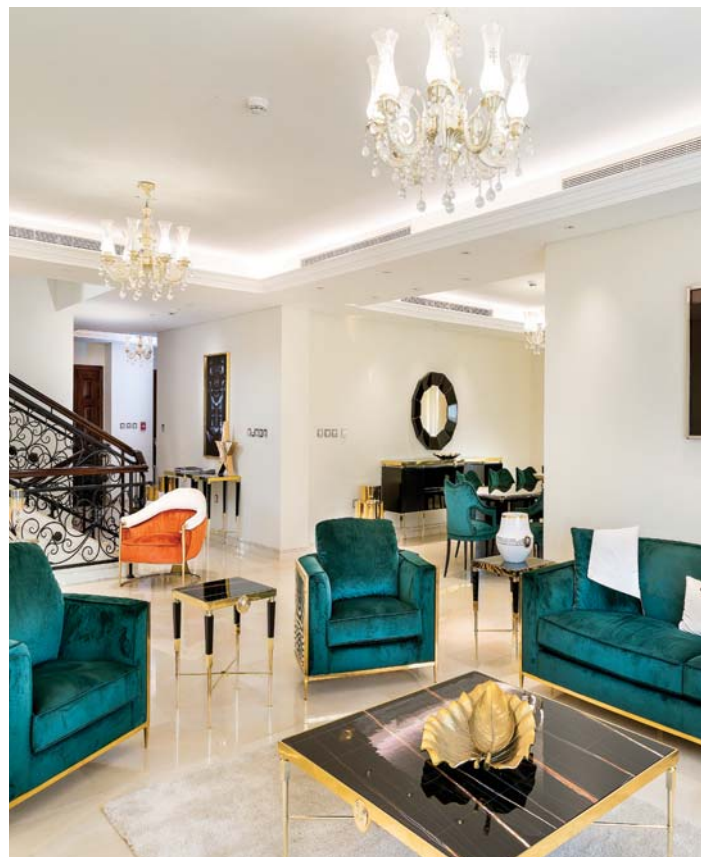
### Giardino Village

Carefully positioned amidst a lush, landscaped parkland, The Pearl-Qatar's Giardino Village precinct promises to be the most comprehensive community on the Island.

Giardino Village is located in a tranquil enclave with close proximity to the vibrant retail hubs of Medina Centrale and Porto Arabia, making it perfect for those wanting a discreet residence in a more sheltered locale.

#### Overview:

- Residential plots ranging from 470 to 2,400 sqm
- Completed villas
- Retail
- School









# Major Precincts



## Sophisticated Beachfront Living

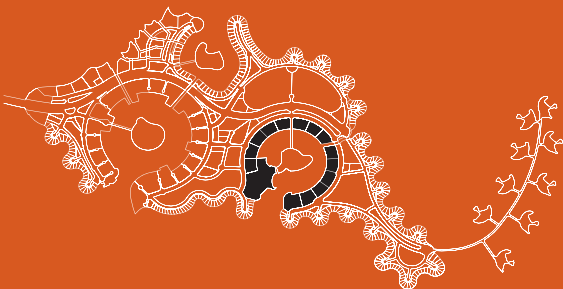
### Viva Bahriya

Viva Bahriya precinct with its Moroccan-themed architecture is a family destination that features studios and 1 to 3-bedroom apartments, along with luxury penthouses. The townhouses and low-rise blocks within the precinct offer innovative design and features with Marina and beach views.

Complete with its own stretch of pristine beach, Viva Bahriya is lapped by a warm, inviting sea that is conducive to a more "laid back" existence and a haven for water sports enthusiasts.

#### Overview:

- Relaxed, family-oriented beachfront living
- Beachfront condominium living
- 29 Moroccan-inspired towers
- Moroccan-styled townhouses with direct water views







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# Ongoing Development Projects

## Al Mutahidah Towers

**Date of Completion: 2020**

Al Mutahidah Towers project consists of two residential connected towers at the upper levels in Viva Bahriya precinct.

The towers offer 480 apartments of different sizes along with a range of penthouses, studios and other innovative residential models, all overlooking the waterfront and the marina. This in addition to parking spaces, a fully equipped gym, swimming pools, function halls and other services and facilities, as well as some retail spaces that are designed to meet the needs of all residents.



## Floresta Gardens Gated Compounds

### Date of Completion: 2022

Floresta Gardens, the Mediterranean-inspired precinct, offers a variety of community living options with beautiful waterfront and public realm views and access to a retail centre and facilities.

Once completed, Floresta Gardens will accommodate 5,000 residents within ten mid-rise residential towers and 115 villas from three gated villa compounds. Each compound will consist of standalone and semi-attached villas with access to facilities that include a club house, swimming pools and green spaces among others. Residents of the gated compounds will also enjoy access to retail shops that will serve Floresta Gardens precinct.





# Ongoing Development Projects

## Giardino Village Gated Compound

### Date of Completion: 2021

Giardino Village is located in a tranquil enclave with close proximity to the vibrant retail hubs of Medina Centrale and Porto Arabia, making it perfect for those wanting a discreet residence in a more sheltered locale.

Carefully positioned amidst a lush, landscaped parkland, The Pearl-Qatar's Giardino Village precinct promises to be the most comprehensive community at The Pearl-Qatar.

The precinct will consist of residential plots ranging from 470 to 2,400 sqm, United School International and a gated compound that will be home to 18 standalone and 62 semi-attached villas, a clubhouse featuring a gym, an external swimming pool, squash court, along with a substation and guard rooms.



## United School International

### Date of Completion: 2021

"United School International" will be the second school in the State of Qatar to be operated by "Orbital Education", currently the owner and operator of a growing group of international schools across the globe, such as in Hungary, Slovenia, Spain, Russia, China and Ecuador.

These schools cater for students between the ages of 2 and 18 years and specializes in delivering the British Curriculum, to meet the needs of an internationally diverse student population.

Founded in 2005 and headquartered in the United Kingdom, "Orbital Education" is the recipient of several international awards, including the 2019 Queen's Award for Enterprise, where "Orbital Education" was one of a select group of educational institutions chosen to receive the prestigious Queen's Award for Enterprise and has been recognized for its excellence and innovation in international education sector.

"United School International" will span an area of 44,000 sqm and will feature a 500-sqm library, a cafeteria, an auditorium, a swimming pool area, sports halls, playgrounds, 3,000 sqm of open court yards, and parking spaces.

The three-floor school will adopt the British educational curriculum and will accommodate 2,500 students with 102 classrooms; 11 classrooms will accommodate early years while 91 classrooms will cater for primary and secondary school students.





# Ongoing Development Projects

## The Pearl-Qatar Commercial Showrooms

### Date of Completion: 2021

The Pearl-Qatar Commercial Showrooms are located in a prime location near The Pearl-Qatar's main roundabout and in front of Abraj Quartier precinct.

The showrooms will span a total built-up area of 14,033 sqm and will consist of two buildings. Each building has a ground floor and a first floor with shared basement at the complete plot area.

The ground floor and first floor will be used as automotive showrooms, while the basement level will be used as a service center.



## Qanat Quartier Marina

### Date of Completion: Lands held for sale

Qanat Quartier Marina precinct will comprise of three palaces with private beach, 13 waterfront villas, in addition to a prayer room, landscaped areas and parking spaces for visitors. The precinct is located in an exclusive neighborhood next to Lido Venezia Beach, which offers the opportunity to relax in a private community, where the charm of Venice meets the attractive beaches, through Qanat Quartier's low-rise and colorful buildings, as well as the interlocking canals, pedestrian squares, shops and luxury commercial outlets.





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# Gewan Island

## UDC's Latest Real-Estate Project



Gewan Island, UDC's latest real-estate project, is situated next to The Pearl-Qatar, spanning 400,000 sqm. Once completed, the Island will accommodate 3,500 residents and a similar number of daily visitors. Gewan Island will be home to 714 residential units, including 641 apartments, 20 standalone villas located along a placid beach in a quiet and gated seaside community, as well as 21 beachfront villas with private beach, 26 waterfront villas that are equipped with private pontoons for private boats and 6 island villas, in addition to 11,000 sqm of retail spaces and several multi-use buildings.

The Island, which derives its name from the full-round, pink-tinted and perfectly shaped pearl, a symbol of Qatar's maritime heritage, is designed to attract those seeking an urbane and vibrant international lifestyle.

Gewan Island will feature a golf course with a hotel and beach club, an air conditioned 'Crystal Walkway' outdoor promenade, parks and green areas, which will play a major role in attracting various new brands to Doha. The Island will also be home to entertainment facilities, a sports club and a mosque.

The Island's design incorporates a number of sustainability features to reduce the use of vehicles and encourage walking and biking through dedicated pedestrian and cycling networks, in addition to roads connecting the Island to a proposed public transportation network. The Island is also designed to reduce urban heat by incorporating green roofs, shading, and reflective surfaces.

















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# Major Subsidiaries

## Madinainova



**Ownership: UDC (100%)**

**Incorporated: 2010**

**Sector: Community Management and Services**

Madinainova was established as a single hub to attend to the needs of property owners and residents of The Pearl-Qatar and ensure that a superior quality lifestyle is delivered from a community management, facilities management and services perspectives.

Part of its remit is the maintenance of existing infrastructure and enhancement of the overall community experience across The Pearl-Qatar. In 2019, a number of key projects were accomplished in terms of services delivery, traffic safety, and recreational facilities.

Below is a list of some of the key achievements:

### 1. 2019–2021 Community Experience Strategy

As part of its commitment towards its valued residents and visitors, Madinainova established the 2019-2021 Community Experience strategy which focuses on a number of large and small size projects and initiatives with the intention of enhancing the community experience, improving communication with residents and visitors and bolstering the productivity of its staff.

### 2. Remodeling of Junction 2 between Medina Centrale and Porto Arabia

The completion of the Medina Centrale and Porto Arabia Junction 2 remodeling project provides a more fluid and free-flowing traffic from the main signal junction towards the eastern part side of Porto Arabia Drive and the traffic direction northbound towards The Pearl Boulevard coming from Medina Centrale.

The new road development extension of approximately 350 meters in total, shall alleviate traffic pressure, improve the road capacity, define safer junction layout and improve movement in the surrounding streets and congested areas, as visitors are exponentially increasing every year.

The project also aims to improve the aesthetics of the junction area by enhancing the previous space design, as well as providing improved landscape features and a safer road environment for pedestrians and cyclists.

### 3. New heatproof courtyard roofing for two mosques with air conditioning

With a growing number of worshippers visiting mosques on a daily basis while the main mosque is under construction, the courtyards of mosques, which previously were not cooled nor heat proofed, underwent a major roofing overhaul, whereby the previous shading system was replaced with sky glass that incorporates both heat proofing elements and an air conditioning system to provide added comfort and relief for the congregation.

### 4. Temba Arena Football Facility

In line with the community's vision to enhance the experience for the residents of The Pearl-Qatar and provide additional avenues for sports, Temba Arena football facility was inaugurated this year, marking an important milestone for community facilities on the Island.

### 5. Environmental Initiatives

As a proud advocate of environmental and marine life preservation, in 2019, Madinainova organized a number of environment events to encourage residents and visitors to be more conscious towards their environmental responsibilities. These events include the Marina Seabed Clean-up as well as the Tree Planting Event.

### 6. New prayer rooms in Qanat Quartier

Qanat Quartier's vibrant environment has prompted in the execution of a number of projects in this precinct including the development of a new easily accessible prayer room located at the boardwalk level of Carnaval building.

### 7. Refurbishment of ten public toilets in Porto Arabia

One of the major communal upgrades in Porto Arabia was the refurbishment of public toilets, which have been refitted to incorporate sleek, stylish and practical elements.

### 8. Construction of new public toilets in Medina Centrale

In addition to the existing public toilets, a new public toilet has been constructed in Medina Centrale building 8.

## 9. Enclosed and air-conditioned retail arcades in Porto Arabia

Previously, the area was exposed to natural air and sunlight. The Company installed glazed walls, automatic door systems and air curtains while integrating adequate HVAC systems in order to provide a cool and calm environment for the residents and visitors to enjoy all year round. So far two out of three phases have been completed.

## 10. "Light the City" – Palm Tree lighting project

One of the biggest projects of 2019 and very notable feature in the community was the palm tree lighting project which spans from The Pearl-Qatar's Entrance right down to the Qatar Cool junction. In addition, Porto Arabia Boardwalk has seen a number of its palm trees illuminated which add towards the positive customer experience.

## 11. Development of two new volleyball courts at Lido Venezia, Qanat Quartier

As part of the Company's continued efforts to improve the recreational facilities at Lido Venezia Beach, and following last year's installation of beach furniture, this year, Madinainova installed two new professional sized volleyball courts which have proved to be very popular with residents, particularly on weekends.

## 12. Customer Experience – Surveys

As the Company continues in its quest to enhance all customer touchpoints, Madinainova has maintained a steady rise in the ratings charts for customer experience. This is measured by community wide surveys, as well as kiosk surveys at a number of the service points and offices across the Island.

## 13. New Community Playgrounds

This year, the Company broke ground on a significant project which will provide a breath of fresh air for children and parents alike. A lot of planning went into the playgrounds that will offer something dynamic and exciting for all concerned. The new and improved playgrounds which are currently under construction are due to be completed at the end of 2019 and inaugurated shortly after the new year.

## 14. New Community Bus Shelters

This year, the Company finalized the expansion of route 777 in coordination with the Ministry of Transport and Communication and Mowasalat. Previously, the route served a portion of Porto Arabia and Medina Centrale. With the new expansion, it serves the full length of Porto Arabia Drive including Tower 30 area, as well as Qanat Quartier. Importantly, in what is a first, the Company will be installing A/C cooled shelters at five locations. The first set of shelters are set to be in place by January 2020.

## 15. The All-New Clubhouse in Qanat Quartier

The new clubhouse in Qanat Quartier is one of the most anticipated projects of recent times from a community perspective. The project will be established to provide Qanat Quartier residents with an additional amenity where they can gather, relax and enjoy quality time with family and friends.

The facility features a big open lounge and a small children play area, along with a main gaming area and a dedicated small cinema for movie nights, the screening of major matches and PlayStation games.

The new clubhouse which is currently under fit-out

is due to be completed at the end of this year and inaugurated shortly after the new year.

## 16. Supply & installation of brand-new electric drive elevators at Porto Arabia pedestrian bridge

Madinainova installed brand-new electric drive elevators connecting the area of 10 to 12 La Croisette at Porto Arabia, to enhance the integral accessibility design of Porto Arabia and enable residents and visitors to easily move and use various accessible spaces with more convenience.

## 17. Supply & installation of brand-new platform lifts at QQ5A Ponte Teatro bridge & QQ6A Rialto bridge

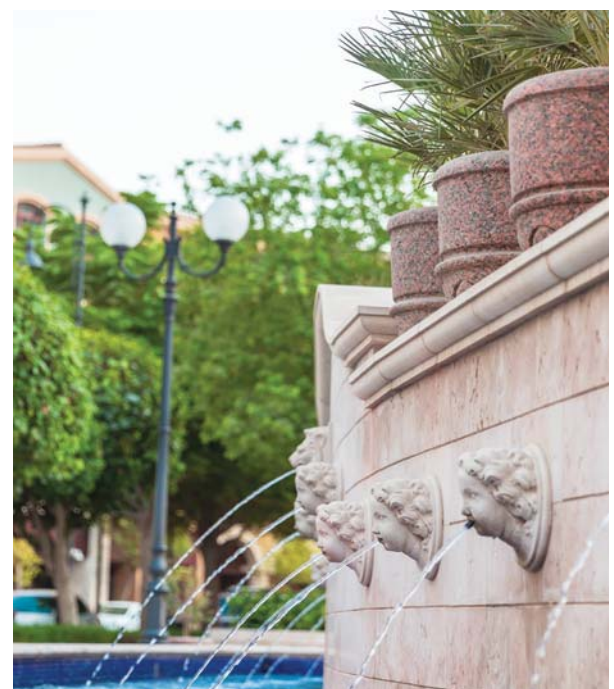
Madinainova installed brand new platform lifts at the Ponte Teatro bridge and Rialto bridge to improve the integral accessibility design of Qanat Quartier and guarantee that wheelchair users can enjoy the highest autonomy so that they can fully enjoy touring The Pearl-Qatar.

## 18. Pedestrian Pathway Accessibility Enhancement

The Company takes pride in facilitating access to pedestrian pathways, a project which focuses on eliminating frustrating factors, as well as providing a pedestrian friendly environment with particular focus on parents with small children and less abled members of the community. In 2019, this exercise was conducted in throughout the Island which will solve one of the long standing community challenges.

Madinainova aims to continually enhance and maintain The Pearl-Qatar as an attractive destination for visitors and residents alike. The Company is introducing fast moving and dynamic improvements to the Island on a daily basis. In the last five years alone, the entire Island's look and feel has continued to improve with various communal and beautification projects.

As the Company continues to attract talents and further develop its existing talent pool, Madinainova optimized its business expenditures to focus on what matters to the community. That's why, for 2020, the Company will continue delivering public services to ensure one of the best global communal experiences.





# Major Subsidiaries

## The Pearl Owners Corporation (TPOC)



**Ownership: UDC (100%)**  
**Incorporated: 2011**  
**Sector: Co-Owners Associations Management**

The Pearl Owners Corporation (TPOC) was established by United Development Company (UDC) to act as the Manager of the Co-Owners Associations' common areas and property across The Pearl-Qatar.

TPOC is responsible for managing and maintaining the common areas and property of the Association that are not owned by any particular owner and for exercising the powers and functions of the Association, as agreed.

Such duties include performing various administrative, facility management, procurement, financial and insurance functions, as required, to ensure the efficient and cost-effective management of each Co-Owners Association pursuant to a budget that is duly approved by the Owners and verified by an independent external auditor.

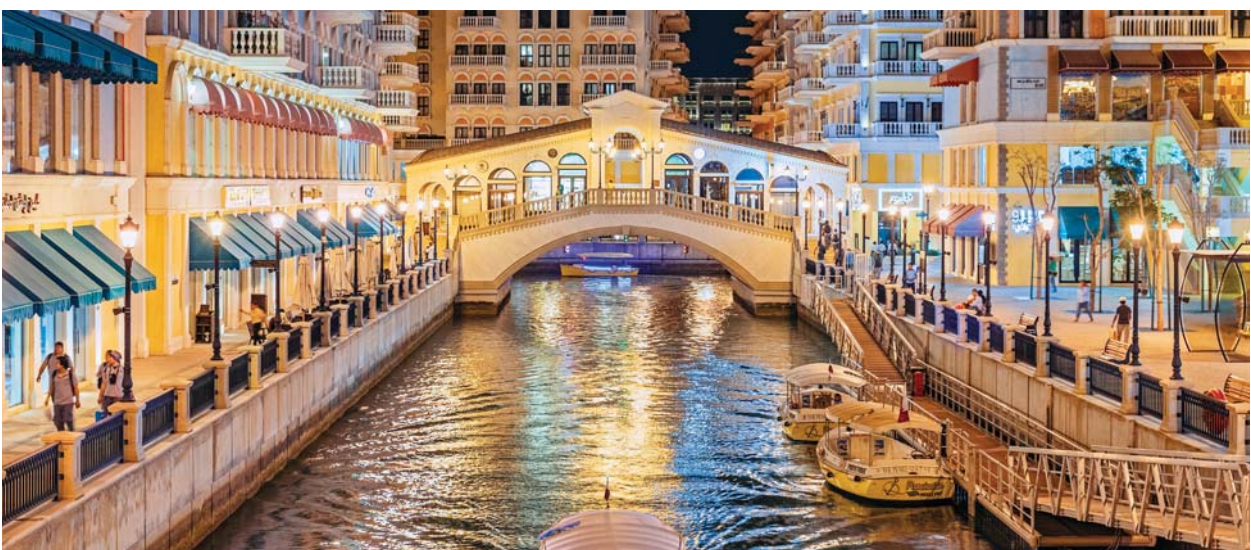
In 2019, TPOC achieved major upgrades to

its associations to enhance residents' living experience by improving tower amenities including expanding gyms, providing the latest gym equipment, and installing of saunas.

Additionally, TPOC has created a safer environment for the residents of The Pearl-Qatar by upgrading CCTV systems to implement Ministry of Interior requirements. Furthermore, TPOC initiated the process of upgrading "Building Management Systems" with latest technology to strengthen the safety of tower assets and systems.

The Company has also recently re-painted the façades of Qanat Quartier using refreshing and colorful designs.

In the meanwhile, TPOC will continue to manage each Co-Owner Association to ensure that it meets The Pearl-Qatar's standards of excellence.







# Major Subsidiaries

## Hospitality Development Company (HDC)



**Ownership: UDC (100%)**

**Incorporated: 2007**

**Sector: Hospitality**

Hospitality Development Company (HDC) is a wholly owned subsidiary by UDC that aims to own, develop and operate world-class hospitality businesses, by bringing several established international franchises to The Pearl-Qatar. HDC contributed to the reputation of the Island as one of the most distinguished hospitality destinations in the region.

For the past years, the Company formed alliances with a number of reputable brands such as Alison Nelson's Chocolate Bar, MEGU and Burj Al Hamam, as well as managed to create its own brands such as Arabesque, Urban Jazz Kitchen and Isla Mexican Kitchen.

Burj Al Hamam and Arabesque restaurants have seen significant growth throughout 2019 after the introduction of the business lunch formula and food delivery service. While Burj Al Hamam is famed for its authentic Levantine cuisine, Arabesque brings a unique Arabic fusion cuisine. The two restaurants boast spectacular uninterrupted views of Porto Arabia marina.

MEGU, HDC's fine dining Japanese restaurant has also thrived in 2019. With a new menu, food delivery service, and soon a Teppanyaki live cooking station, it's no secret that this venue continues to be very popular.

Isla Mexican Kitchen, Alison Nelson's Chocolate Bar and HDC's homegrown concept Urban Jazz Kitchen, have maintained stable revenue streams following revised menus in 2019.

Additionally, HDC has strengthened its marketing and social media exposure, and improved its home delivery operations.

Throughout 2019, HDC's primary focus has been to establish a culture of "Guest Hospitality", which is based on the understanding that "it is our people that make the difference" and can "make or break the business". With continuous training and recruitment focuses, HDC has worked towards a single mission statement – To be "the best part of every guest's day when he chooses

to visit any of the Company's restaurants".

Results of HDC's efforts have quickly been materialized in the form of several prestigious awards. The Company's concepts have bagged in 2019 nominations and wins of Certificate of Excellence across all brands by the reputable "Trip Advisor" platform.

The following is a brief overview of the awards that HDC has received for all its restaurants:

### **Burj Al Hamam:**

- Winner of "TripAdvisor Certificate of Excellence".
- Winner of "Favorite Lebanese Cuisine Award" from "Fact Magazine".
- Nominated for "Best Lebanese Restaurant Award" in "Time Out Magazine".

### **ISLA:**

- Winner of "TripAdvisor Certificate of Excellence".
- Nominated as "Best Latin American Concept" in "Time Out" Magazine.

### **Megu:**

- Winner of "TripAdvisor Certificate of Excellence".
- Nominated as "Best Japanese Restaurant in "Time Out" Magazine.
- Nominated as "Best Japanese Cuisine" in "Facts Magazine".

### **Alison Nelson's Chocolate Bar:**

- Winner of "TripAdvisor Certificate of Excellence".

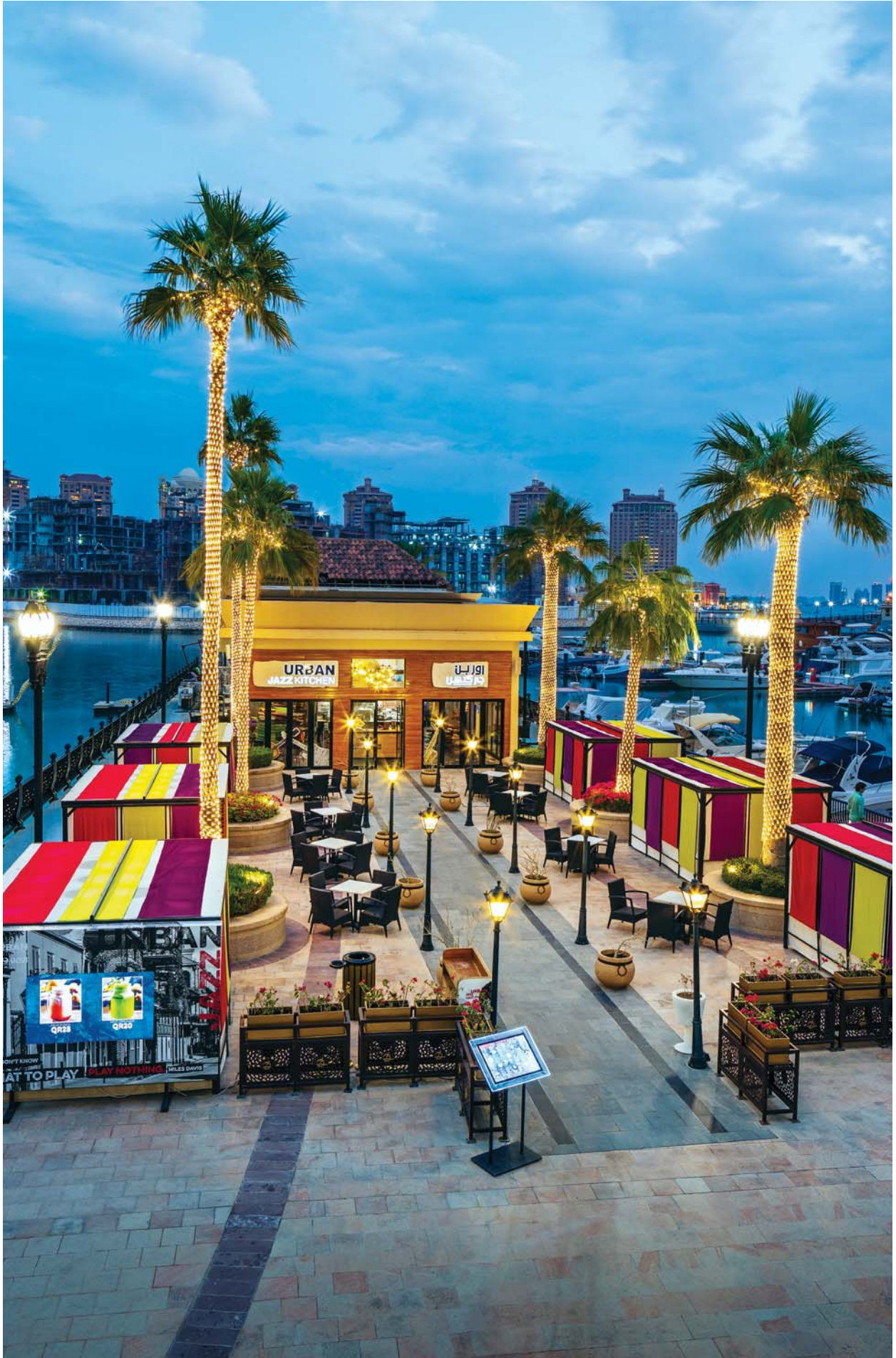
### **Urban Jazz Kitchen:**

- Winner of "TripAdvisor Certificate of Excellence".

### **Arabesque:**

- Winner of "TripAdvisor Certificate of Excellence".

Moving into 2020, HDC's main focus will be to enhance the Company's brands' reputation and atmosphere while maintaining product quality. Additionally, HDC will be looking to introduce new business models to uplift the overall Company's portfolio to international standards.





# Major Subsidiaries

## Ronautica Middle East (RME)



**Ownership: UDC (100%)**

**Incorporated: 2007**

**Sector: Marine Industry and Services**

Ronautica Middle East is a fully owned subsidiary of United Development Company (UDC) and is well known in the region for providing dependable marina management and nautical services. Since its incorporation in 2007, the Company has hosted many luxury yachts and provides a portfolio of premium marine services to its clients and visitors to The Pearl-Qatar. Over these years, Ronautica Middle East has become a leader in Qatar's luxury boating business.

Porto Arabia marina, at The Pearl-Qatar, is the largest marina facility in the Middle East with a capacity of up to 891 berths. Porto Arabia marina comprises of six individual marinas offering various berth sizes and operates as the Company's principal service hub. Ronautica Middle East is also enhancing the services available to luxury yacht owners with boat lengths of up to, and sometimes exceeding 60 meters.

2019 has seen Porto Arabia Marina achieving a full capacity in a growing number of length designations and an ongoing effort to consolidate vessel berth locations and improve the efficiency of mooring allocation that has been very successful. Continuing into 2020, this will ensure increased utilization of the marinas, upholding The Pearl-Qatar's position as the destination of choice for all yachts in the State of Qatar.

In addition to developing and operating The Pearl-Qatar's marina infrastructure, Ronautica Middle East has expanded its water shuttle services in and around The Pearl-Qatar and Qanat Quartier canals as well as expanding the water shuttle services to Marsa Malaz Kempinski Hotel, via using nine dedicated environmentally friendly electric vessels to attract as many visitors as possible to The Pearl-Qatar.

Ronautica Middle East was the first marina operator in the State of Qatar to be given full

certification and consent to operate, by all responsible government ministries, a marine fuel berth and storage facility. The Porto Arabia refueling facilities meet or exceed all standards and requirements in the State of Qatar and will remain the flagship of safe, professional and responsible management.

Following the early and within budget completion of the ambitious finger repair project in 2019, Ronautica Middle East will commence the upgrading of service supply pedestals throughout the marinas in ensuring the continued safety and high standard maintenance of the marina assets.

Ronautica Middle East also operates and facilitates a portfolio of charter yacht services, through its own yachts and third-party service providers including beautiful traditional dhow boats and luxury yachts, all supporting a growing tourist market in the country. The Company has also contributed to the atmosphere and added footfall to The Pearl-Qatar by promoting the provision of water sports, certified marine training and marine logistics services to boat owners and marina customers.

Porto Arabia marina has also played host to the Qatar International Boat Show for two consecutive years, an honor that is expected to continue annually. The venue moved in 2019 to an improved location within Porto Arabia offering a greater potential for growth and added atmosphere as the Boat Show expands.

In 2020, Ronautica Middle East will focus on enhancing the extent and quality of its facilities and services, including the further expansion of the nautical activities fleet, offering a regular water transport service to the Doha Corniche. The Company will endeavor to create modern and compelling customer service programs and offers for the benefit of its growing clientele.





# Major Subsidiaries

## Qatar District Cooling Company (Qatar Cool)



**Ownership: UDC (51%)**  
**Incorporated: 2003**  
**Sector: District Cooling**

Qatar Cool is a centralized utility company dedicated to providing district cooling to The Pearl-Qatar, West Bay District and several QRail stations.

Qatar Cool has four cooling plants in operation, one serving The Pearl-Qatar and three serving the West Bay District. The latest plant in West Bay has been built to the Leadership in Energy and Environmental Design (LEED) silver standard, which makes it the first LEED certified cooling plant in the State of Qatar.

The three plants in the West Bay District currently serve 58 towers and have a combined cooling capacity of 107,000 tons of refrigeration (TR). The fourth operational plant, located in The Pearl-Qatar, has a cooling capacity of 130,000 TR.

The Integrated District Cooling Plant (IDCP) that serves The Pearl-Qatar was inaugurated in November 2010 and is the largest cooling plant in the world and the eco-friendliest technology in use on the Island.

Qatar Cool is the leading cooling provider in the country, having won numerous awards since its inception 16 years ago, many of which are international recognitions for providing sustainable energy solutions.

With the district cooling industry gaining momentum in the region, Qatar Cool is set on a promising path to growth, with new projects in the pipeline.



# Major Associates

## United Readymix (URM)



**Ownership: UDC (32%)**  
**Incorporated: 2006**  
**Sector: Ready-Mix Concrete**

United Readymix (URM) is a joint venture formed between United Development Company (UDC), BESIX of Belgium and other Qatari investors.

URM has served the construction needs of The Pearl-Qatar since 2006 and remains the leading company in the production and delivery of ready-mix concrete. Its product conforms to the latest concrete production standards that have been set by the State of Qatar.

Currently, URM has batching plants running in The Pearl-Qatar, Mesaieed and Al Mazroua Industrial Areas, and Hamad International Airport. Operational strengths include a committed work approach and quality backed by a huge storage capacity to house cementitious and aggregate materials for continuous, uninterrupted supply for three months. URM has its own fleet of cement bulk trailers, mixer trucks and other equipment including static concrete pumps, placing booms and mobile pumps.

Over the years, URM has invested in its people and its capabilities to deliver supreme quality concrete, exceptional technical support,

consistent supply and innovative solutions to its clients.

Despite the economic challenges and stiff market competition in the country, URM continues to dominate in supporting the construction needs in the State of Qatar. In 2019, the Company has contributed to the concrete material requirements of several major projects in the country, namely Al Muthaidah Towers at The Pearl-Qatar, Airfield Pavement Remediation Works at HIA, Lusail LRT, Al Bustan Street South and other projects within The Pearl-Qatar.

URM maintains its commitment to its stakeholders and to the Qatari community, as well as to promote environmental best practices. URM aspires to expand its operations by supporting new construction projects that are being undertaken across the State of Qatar.

To that end, URM stands ready to increase the size of its fleet as necessary to meet the increasing demand for its services while continuing to maintain operational excellence.





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# Major 2019 Achievements

Two decades ago, UDC was conceived with a clear mission to identify and invest in long-term projects that contribute to Qatar's growth and add value for the Company's shareholders. Since then, the Company has consistently delivered on its mission.

2019, which marked the Company's 20-year anniversary, featured a myriad of achievements.

In 2019, UDC signed agreements with the Ministry of Interior to secure The Pearl-Qatar's maritime borders and to promote traffic safety across the Island. Through such agreements, UDC aims to cement The Pearl-Qatar's position as leading tourism and leisure destination that had attracted over 15 million vehicles in 2019.

In parallel, UDC moved forward with development projects across The Pearl-Qatar, with the construction commencement of United School International in Giardino Village, while, naming Orbital Education, the leading British educational group, as the operator of this School.

Giardino Village also featured the commencement of construction works for a gated compound, while Floresta Gardens launched construction

works of three gated compounds, in addition to the completion of the sale of 10 tower plots in this precinct. This was in parallel to the ongoing construction works in Al Mutahidah Towers and The Pearl Commercial Showrooms.

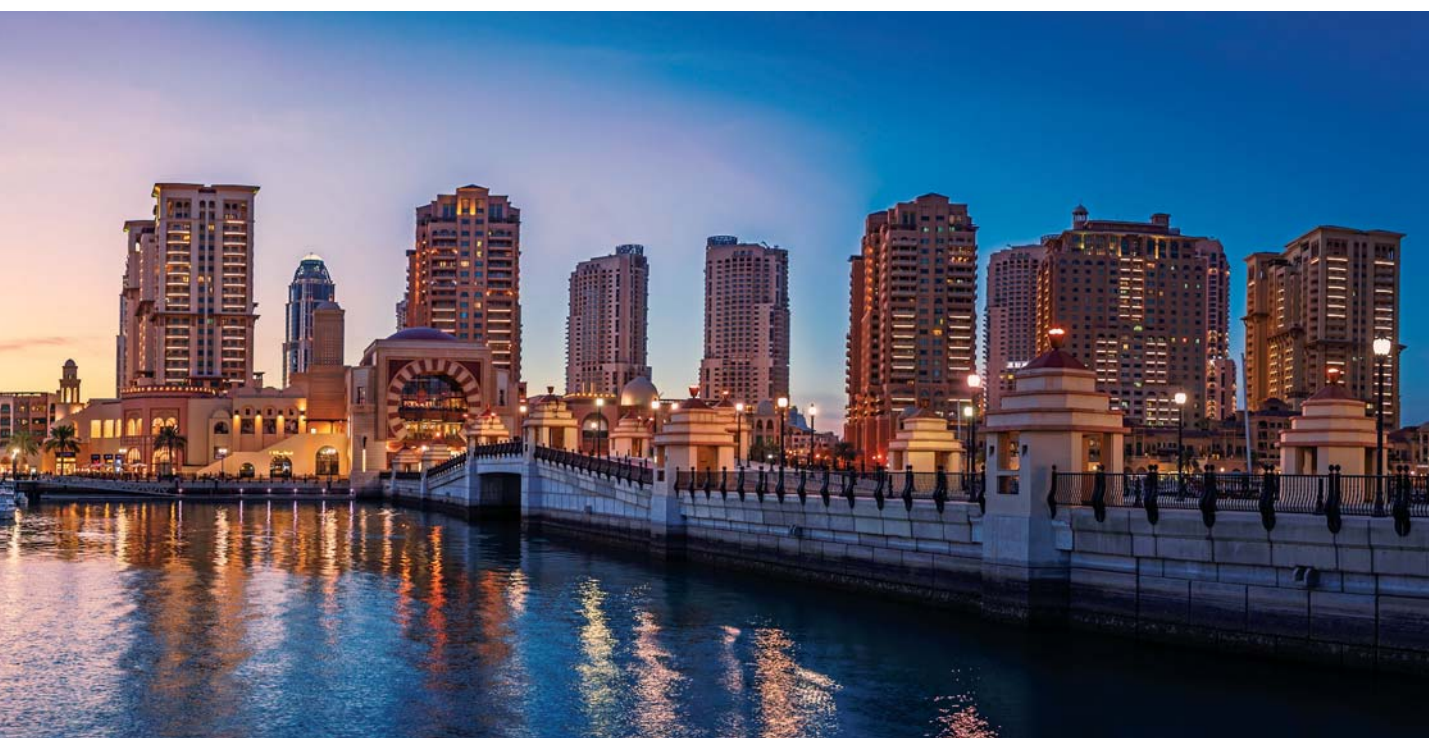
In 2019, UDC signed an agreement to finance the development of Gewan Island and concurrently, marine works at the Island witnessed a significant progress and construction works of Gewan Island's entrance bridge were successfully launched.

UDC was awarded two prestigious new awards in 2019; the Best Mixed-Use Development Award for The Pearl-Qatar and the Commercial High-Rise Development Award for UDC Tower, reflecting UDC's premium property offerings.

UDC was also recognized at the 10th edition of Asia's Best Employer Brand Awards, with the Best Employer Brand Award and the Award for Best HR Strategy in Line With Business. The awards reflect UDC's success in aligning its HR policies with its business strategies and in adopting effective management practices that contribute to the growth of the Company and its employees.









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# UDC Corporate Social Responsibility

In 2019, UDC joined efforts with non-governmental organizations and various private and public institutions to move forward with its multifaceted waste management and recycling strategy and promote ambitious environmental initiatives.

These include the Plastic Bottle Caps initiative, which involves exchanging plastic caps for wheelchairs and using plastic waste to produce prosthetic limbs. In addition, the Resident Recognition Program acknowledges the efforts of residents who actively recycle waste, both in UDC's Community Newsletter and social media platforms.

UDC is offering incentives to residents who choose to recycle since introducing collection points and recycling machines across the Island. Collection points have been added to over 34 locations across The Pearl-Qatar, with additional collection points being continually added to cater to all residents.

As a result of UDC's Recycling Program, over ten tons of paper and four tons of plastic is recycled a year. For the month of August 2019, 650 kilograms of paper and cardboard was recycled and 304 kilograms of plastic bottles. This is the equivalent of 258 trees, or 108,368 gallons of water.

UDC's strategy, which aims to raise awareness of the significant role that recycling plays in preserving the global and local ecosystem, is being executed both on the corporate and commercial levels.

On the corporate front, the strategy applies to all UDC's ongoing and planned projects as well as the Company's day-to-day operations. Among these initiatives, UDC will promote paperless transactions, utility optimization, smart lighting and the collection and recycling of paper and plastic bottles across all its offices.

UDC has also planted over 10,000 trees and 70,000 plants, while cutting energy consumption with the deployment of electric water taxis to transport residents around The Pearl-Qatar.

In collaboration with Qatar Red Crescent, among other partners, UDC launched The Pearl-Qatar Seabed Cleanup Campaign, which coincided with World Cleanup Day, National Cleanup Day and World Water Monitoring Day.

The campaign featured professional divers and attracted participation from both residents and visitors of The Pearl-Qatar to help preserve the Island's biodiversity and marine environment, which is home to over 98 marine, 23 avian and 14 terrestrial species.

The event reflected UDC's commitment to promoting environmental awareness within the framework of the Company's wider strategy and builds on its previous environmental initiatives in line with national and global sustainability principles.

## UDC CSR Strategy:

Established in 1999, the Company was first listed on the Qatar Exchange in June 2003 and covers a multitude of vital investment sectors, including real estate development, property management, infrastructure and utilities, as well as maritime and hospitality-related businesses. As an organization established to play a key role in the development of Qatar, United Development Company's (UDC) business practices are closely aligned with the wider goals of sustainable economic and social development that the State of Qatar has set forth in its vision for 2030. Accordingly, the Company employs the highest standards of corporate social responsibility across its entire portfolio of activities and investments. These standards cover the welfare of its employees, the environmental consequences of its activities, community services and volunteer work, as well as responsible and transparent corporate governance, based on the following guidelines:

- Making choices that will sustain the businesses for the long term.
- Acting in ways that respect people and protect the environment.
- Expressing character through words and demonstrating character through actions.

### Responsibility towards Employees:

UDC understands that attracting and retaining the best possible people is important. Therefore, the Company has provided (i) a workplace where people want to work, (ii) a work environment and culture where all employees are treated fairly, and (iii) a workforce that reflects the diversity of the community at large in Qatar. UDC seeks to provide opportunities for training and development for all its employees, ensuring that they have the skills, capabilities and ability to be the best they can be.

### Responsibility towards the Environment:

UDC is committed to caring for the environment, as evidenced by the attention given to incorporate sustainable development programmes into the Company's business decisions and practices. The Company's efforts include the focus on such things as (i) appropriate management and recycling of waste, (ii) environmentally friendly processes and packaging, (iii) optimization of energy consumption in all Company operated and managed projects and developments, including the use of environmentally friendly technologies, such as district cooling, (v) regular training and events designed to highlight environmental issues and initiatives, and (vi) constant awareness campaigns promoting activities to reduce environmental impacts and use of natural resources efficiently through innovation and performance monitoring.

### Responsibility towards the Community:

UDC contributes to the economic and social well-

being of the people of Qatar and, by extension, the GCC, because it recognizes the deep interdependence that healthy businesses share with healthy societies. The Company has invested substantial financial resources to fund initiatives that foster economic, social, educational, health and environmental stability, thereby improving the quality of life in Qatar.

### Responsibility towards Corporate Governance:

UDC has a well-developed corporate governance system in place and has maintained a good record of compliance with all applicable rules and regulations since its inception. This system is being constantly reviewed by various stakeholders, including the Board of Directors, the Audit Committee and the Company's Internal and External auditors and Management, to ensure transparency and accountability that, in turn, will enhance the Company's overall performance.

### Conclusion:

United Development Company takes its social responsibility very seriously and fully recognizes the importance of good citizenship, active community participation, sound environmental policies and strong corporate governance in fostering transparency and accountability throughout its organization, while maintaining a socially responsible and effective corporate culture.





**Consolidated  
Financial Statements  
31 December 2019**





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# Independent Auditor's Report to the Shareholders of United Development Company Q.P.S.C.

## Report on the Audit of the Consolidated Financial Statements

### Opinion

We have audited the accompanying consolidated financial statements of United Development Company Q.P.S.C. (the "Company") and its subsidiaries (together "the Group"), which comprise the consolidated statement of financial position as at 31 December 2019, the consolidated statements of profit or loss and other comprehensive income, statement of changes in equity and cash flows for the year then ended, and notes comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2019, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

### Basis for Opinion

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

### 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 year. 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.



# Independent Auditor's Report (Continued)

## United Development Company Q.P.S.C.

### Key Audit Matters (Continued)

Valuation of investment properties	
Refer note 2,4 and 10 in the consolidated financial statements	
Description of key audit matter	How the matter was addressed in our audit
<p>We focused on this area because of the following reasons:</p> <ul style="list-style-type: none"> <li>• The carrying value of investment properties at the reporting date represents 52% of the Group's total assets, hence a material portion of the statement of financial position as at 31 December 2019 (2018: 51%).</li> <li>• Valuation of investment properties involves the use of significant judgements and estimates.</li> </ul>	<p>Our audit procedures in this area included, among other things:</p> <ul style="list-style-type: none"> <li>• Evaluating the valuer's competence, capabilities and objectivity;</li> <li>• Inspecting the valuation reports and assessing whether any matters identified in them have a potential impact on the amounts recorded and /or the disclosure in the consolidated financial statements;</li> <li>• Agreeing the property information in the valuation by tracing a sample of inputs to the underlying property records held by the Group;</li> <li>• Involving our own valuation specialist to assist us in the following matters: <ul style="list-style-type: none"> <li>- assessing the consistency of the valuation basis and appropriateness of the methodology used, based on generally accepted valuation practices;</li> <li>- evaluating the appropriateness of the discount rates used, which included comparing the discount rate with sector averages for the relevant markets in which the Group operates.</li> </ul> </li> <li>• Evaluating the adequacy of the financial statement disclosures including disclosures of key assumptions and judgments.</li> </ul>

## Other Information

The Board of Directors is responsible for other information. Other information comprises the information included in the Company's 2019 Annual Report (the "Annual Report") but does not include the consolidated financial statements and our auditor's report thereon. Prior to the date of Auditors' report, we obtained the report of the Board of Directors which forms part of the Annual Report, and the remaining sections of the Annual Report are expected to be made available to us after the date of this auditor's report.

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

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

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

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter with the Board of Directors.

## Responsibilities of the Board of Directors for the Consolidated Financial Statements

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

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



# Independent Auditor's Report (Continued)

## United Development Company Q.P.S.C.

### ***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 the Board of Directors.

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

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

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current year 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**

We have obtained all the information and explanations we considered necessary for the purposes of our audit. The Company has maintained proper accounting records and its consolidated financial statements agree therewith. Furthermore, the physical count of the Company's inventories was carried out in accordance with established principles. We have read

the report of the Board of Directors to be included in the Annual Report, and the financial information contained therein agrees with the books and records of the Company. We are not aware of any violations of the Qatar Commercial Companies Law No. 11 of 2015 or the terms of the Company's Articles of Association and any amendments thereto having occurred during the year which might have had a material effect on the Company's consolidated financial position or performance as at and for the year ended 31 December 2019.

5 February 2020  
Doha  
State of Qatar

Gopal Balasubramaniam  
KPMG  
Qatar Auditors Registry Number 251  
Licensed by QFMA: External Auditor's  
license No. 120153



# Consolidated statement of profit or loss and other comprehensive income

for the year ended 31 December 2019

	Note	2019 QR'000	2018 QR'000
Revenue	35	1,759,622	1,627,391
Cost of revenue		(1,017,261)	(842,856)
<b>Gross profit</b>		<b>742,361</b>	<b>784,535</b>
Dividend income		1,356	2,374
Other operating income	6	68,749	76,422
Gain on disposal of investment securities	14	-	10,171
Fair value gain/(loss) on investment securities	14	2,096	(23,074)
Reversal of/(provision for) impairment on trade receivables	17	2,970	(10,541)
Loss on disposal of associates		-	(33,763)
General and administrative expenses	7	(251,173)	(250,252)
Sales and marketing expenses		(28,923)	(30,631)
<b>Operating profit</b>		<b>537,436</b>	<b>525,241</b>
Fair value gain on investment properties	10	19,673	143,868
Finance income		43,905	43,804
Finance costs		(154,436)	(176,804)
<b>Net finance costs</b>		<b>(110,531)</b>	<b>(133,000)</b>
Net share of results of associates	13	11,527	8,437
<b>Net profit for the year</b>		<b>458,105</b>	<b>544,546</b>
<b>Net profit for the year attributable to:</b>			
Equity holders of the Parent		423,297	500,815
Non-controlling interests		34,808	43,731
		<b>458,105</b>	<b>544,546</b>

The attached notes 1 to 36 form an integral part of these consolidated financial statements.

	Note	2019 QR'000	2018 QR'000
<b>Earnings per share attributable to equity holders of the Parent:</b>			
Basic and diluted earnings per share (QR)	8	0.120	0.141
<b>Other comprehensive income</b>			
<i>Items that are or may be reclassified subsequently to profit or loss</i>			
Net change in cash flow hedge reserve	13	-	7,842
<b>Total comprehensive income for the year</b>		<b>458,105</b>	<b>552,388</b>
<b>Total comprehensive income for the year attributable to:</b>			
Equity holders of the Parent		423,297	508,657
Non-controlling interests		34,808	43,731
		<b>458,105</b>	<b>552,388</b>



# Consolidated Statement of Financial Position

as at 31 December 2019

	Note	2019 QR'000	2018 QR'000
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	9	2,974,758	3,026,216
Investment properties	10	9,460,268	9,434,550
Right-of-use assets	11	5,616	-
Intangible assets	12	449	586
Investment in associates	13	48,568	43,441
Investment securities	14	62,677	60,581
Accounts and other receivables	17	589,584	378,815
Deferred costs	16	128,577	133,438
<b>Total non-current assets</b>		<b>13,270,497</b>	<b>13,077,627</b>
<b>Current assets</b>			
Inventories, net	15	939,978	1,142,539
Work in progress		720,002	403,975
Accounts and other receivables	17	1,955,425	2,252,860
Deferred costs	16	17,600	16,673
Cash and bank balances	18	1,298,366	1,441,122
<b>Total current assets</b>		<b>4,931,371</b>	<b>5,257,169</b>
<b>Total assets</b>		<b>18,201,868</b>	<b>18,334,796</b>
<b>Equity and liabilities</b>			
<b>Equity</b>			
Issued capital	19	3,540,862	3,540,862
Legal reserve	20	1,729,787	1,687,457
Other reserve	21	1,212,049	1,212,049
Retained earnings		4,431,132	4,414,833
<b>Equity attributable to equity holders of the parent</b>		<b>10,913,830</b>	<b>10,855,201</b>
Non-controlling interests		325,719	290,911
<b>Total equity</b>		<b>11,239,549</b>	<b>11,146,112</b>

The attached notes 1 to 36 form an integral part of these consolidated financial statements.

	Note	2019 QR'000	2018 QR'000
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Loans and borrowings	24	1,508,651	2,534,700
Accounts and other payables	25	187,543	130,042
Retention payable	26	21,787	23,004
Deferred revenue	27	676,202	662,623
Employees' end-of-service benefits	28	45,264	36,704
Lease liabilities	29	4,518	-
<b>Total non-current liabilities</b>		<b>2,443,965</b>	<b>3,387,073</b>
<b>Current liabilities</b>			
Loans and borrowings	24	1,851,584	1,249,904
Accounts and other payables	25	2,483,907	2,354,650
Retention payable	26	126,332	140,025
Deferred revenue	27	55,318	57,032
Lease liabilities	29	1,213	-
<b>Total current liabilities</b>		<b>4,518,354</b>	<b>3,801,611</b>
<b>Total liabilities</b>		<b>6,962,319</b>	<b>7,188,684</b>
<b>Total equity and liabilities</b>		<b>18,201,868</b>	<b>18,334,796</b>

These consolidated financial statements were approved by the Board of Directors and signed on their behalf on 5 February 2020 by:

**Ibrahim Jassim Al-Othman**  
President & Chief Executive Officer

**Turki bin Mohammed Al-Khater**  
Chairman of the Board



## Consolidated statement of changes in equity

for the year ended 31 December 2019

	Share capital QR'000	Legal reserve QR'000
Balance at 1 January 2018	3,540,862	1,637,375
Adjustments for initial application of IFRS 15	-	-
Adjustments for initial application of IFRS 9	-	-
Adjusted balance at 1 January 2018	3,540,862	1,637,375
Net profit for the year	-	-
Other comprehensive income for the year	-	-
Transfer to legal reserve (Note 20)	-	50,082
Dividend paid (Note 22)	-	-
Contribution to social and sports fund (Note 23)	-	-
<b>Balance at 31 December 2018</b>	<b>3,540,862</b>	<b>1,687,457</b>
Net profit for the year	-	-
Other comprehensive income for the year	-	-
Transfer to legal reserve (Note 20)	-	42,330
Dividend paid (Note 22)	-	-
Contribution to social and sports fund (Note 23)	-	-
<b>Balance at 31 December 2019</b>	<b>3,540,862</b>	<b>1,729,787</b>

The attached notes 1 to 36 form an integral part of these consolidated financial statements.

## Attributable to equity holders of the Parent

Other reserves QR'000	Retained earnings QR'000	Total QR'000	Non- controlling interests QR'000	Total equity QR'000
1,222,941	4,674,435	11,075,613	460,007	11,535,620
-	(272,284)	(272,284)	(212,827)	(485,111)
(18,734)	17,077	(1,657)	-	(1,657)
1,204,207	4,419,228	10,801,672	247,180	11,048,852
-	500,815	500,815	43,731	544,546
7,842	-	7,842	-	7,842
-	(50,082)	-	-	-
-	(442,608)	(442,608)	-	(442,608)
-	(12,520)	(12,520)	-	(12,520)
<b>1,212,049</b>	<b>4,414,833</b>	<b>10,855,201</b>	<b>290,911</b>	<b>11,146,112</b>
-	423,297	423,297	34,808	458,105
-	-	-	-	-
-	(42,330)	-	-	-
-	(354,086)	(354,086)	-	(354,086)
-	(10,582)	(10,582)	-	(10,582)
<b>1,212,049</b>	<b>4,431,132</b>	<b>10,913,830</b>	<b>325,719</b>	<b>11,239,549</b>



# Consolidated statement of cash flows

for the year ended 31 December 2019

	Note	2019 QR'000	2018 QR'000
<b>Operating activities:</b>			
Net profit for the year		458,105	544,546
Adjustments:			
Net share of results in associates	13	(11,527)	(8,437)
Depreciation	9	110,369	106,904
Impairment/write-off of property, plant and equipment		-	2,665
Loss on disposal of property, plant and equipment		1,131	339
Amortisation of intangible assets	12	194	708
Impairment of intangible assets		-	4,482
Amortisation of right-of-use assets	11	1,732	-
Net finance costs		110,531	133,000
Dividend income		(1,356)	(2,374)
(Reversal of)/provision for impairment of trade receivables	17	(2,970)	10,541
Fair value (gain)/loss on investment securities	14	(2,096)	23,074
Gain on sale of investment securities	14	-	(10,171)
Fair value gain on investment properties	10	(19,673)	(143,868)
Loss on disposal of associate	13	-	33,763
Provision for employees' end-of-service benefits	28	15,511	7,803
<b>Operating profit before changes in working capital</b>		<b>659,951</b>	<b>702,975</b>
Changes in working capital:			
Inventories		236,179	287,484
Work in progress		(316,027)	(281,834)
Accounts and other receivables		92,629	(236,446)
Accounts and other payables		179,357	46,809
Retention payable		(14,910)	(2,314)
Deferred revenue and cost, net		15,799	84,433
<b>Cash generated from operating activities</b>		<b>852,978</b>	<b>601,107</b>
Finance costs paid		(149,865)	(168,947)
Employees' end-of-service benefits paid	28	(6,951)	(8,689)
<b>Net cash generated from operating activities</b>		<b>696,162</b>	<b>423,471</b>

The attached notes 1 to 36 form an integral part of these consolidated financial statements.

	Note	2019 QR'000	2018 QR'000
<b>Investing activities:</b>			
Additions to property, plant and equipment	9	(63,089)	(83,259)
Proceeds from the sale of property, plant and equipment		1,299	26
Additions to investment securities	14	-	(29,269)
Net proceeds from the sale of investment securities	14	-	17,618
Net proceeds from disposal of associate	13	-	214,352
Finance income received		40,855	43,804
Additions to investment properties	10	(37,915)	(83,866)
Repayment of lease liabilities	29	(1,923)	-
Movement in time deposits maturing after three months		170,960	(318,781)
Dividend received from associate and other investees		7,756	35,174
<b>Net cash generated from/(used in) investing activities</b>		<b>117,943</b>	<b>(204,201)</b>
<b>Financing activities:</b>			
Proceeds from loans and borrowings	24	100,295	137,172
Repayment of loans and borrowings	24	(532,110)	(525,453)
Dividend	22	(354,086)	(442,608)
<b>Net cash used in financing activities</b>		<b>(785,901)</b>	<b>(830,889)</b>
Net increase/(decrease) in cash and cash equivalents		28,204	(611,619)
Cash and cash equivalents at the beginning of the year	18	272,693	884,312
<b>Cash and cash equivalents at the end of the year</b>	18	<b>300,897</b>	<b>272,693</b>



# Notes to the consolidated financial statements

for the year ended 31 December 2019

## 1. Corporate information and principal activities

United Development Company Q.P.S.C. (the "Company") (the "Parent") was incorporated as a Qatari Shareholding Company in accordance with the Emiri Decree No. 2 on 2 February 1999 and whose shares are publicly traded. The registered office of the Company is situated in Doha, State of Qatar and its registered office address is P.O box 7256. The consolidated financial statements of the Group as at and for the year ended 31 December 2019 comprise the Company and its subsidiaries (together referred to as the "Group" and individually as "Group entities") and the Group's interest in associates. Information regarding the Group's structure is provided in Note 4.1.

The principal activity of the Group is to contribute and invest in infrastructure and utilities, urban development, environment related businesses, marina and related services, hospitality and leisure, business management and providing information technology solutions.

Pursuant to the Emiri Decree No 17 of 2004, the Company has been provided with a right to develop an island off the shore of Qatar for the sale and/or lease of properties. The Company is presently engaged in the development of this area known as "The Pearl Qatar Project". The Pearl Qatar Project involves reclamation of land covering an area of 985 acres (4.2 million square meters) into a manmade island and the development of the island into various districts comprising housing beachfront villas, town homes, luxury apartments, retail shopping complex, penthouses, five-star hotels, marinas and schools with related infrastructure and community facilities.

The consolidated financial statements of the Group for the year ended 31 December 2019 were authorised for issue in accordance with approval of the Board of the Directors on 5 February 2020.

## 2. Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standard Board (IASB).

The consolidated financial statements have been prepared on a historical cost basis, except for land categorised as property, plant and equipment, investment securities and investment properties that are presented at fair value in accordance with IFRS.

These consolidated financial statements are presented in Qatari Riyals (QR), which is the Group's functional currency. All financial information is presented in Qatari Riyals and all values are rounded to the nearest thousands unless and otherwise indicated.

### 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 recognised in the consolidated financial statements:

#### Revenue recognition for real estate units

In making their judgment, management considered detailed criteria for the recognition of revenue from the sale of real estate units as set out in IFRS 15 Revenue from contracts with customers, and in particular, whether the Group had transferred the control of the completed properties to the buyer.

#### Classification of investment property or inventory

Property is classified as investment property or inventory based on the following criteria:

- Investment property comprises of land and buildings which are not occupied, not held for use by the Group in its operations, nor for sale in the ordinary course of business, but held primarily to earn rental income and capital appreciation;
- Inventory comprises of land and residential properties that are held for sale in the ordinary course of business. Principally these residential properties represent those that the Group develops and intends to sell before or on completion of construction.

## Transfer of real estate units from inventory to investment properties

The Group sells real estate assets in the ordinary course of business. In the event of an actual change in the use of the property, the carrying amount of real estate assets is transferred to investment properties and any differences between the fair value of a real estate unit and its carrying amount is recognised in the statement of profit or loss and other comprehensive income at the date of transfer.

## Useful lives of property, plant and equipment

The Group's management determines the estimated useful life of property, plant and equipment for the purpose of determining depreciation. This estimate is determined after considering the expected usage of the asset or its physical wear and tear. Management periodically reviews the estimated useful life and depreciation method of an asset to ensure that the method and the period of depreciation is consistent with the expected pattern of economic benefits associated from the asset.

## Impairment of non-financial assets

The carrying amount of Group's non-financial assets (equity accounted investees and property and equipment but not inventories and investment properties) are reviewed at each reporting date to determine whether there is any indication of impairment. The determination of what can be considered impaired requires significant judgement.

## Going concern

Management has assessed the Group's ability to continue as a going concern and is satisfied that the Group has the resources to continue in business for the foreseeable future. The Group had positive net asset (equity) and cash flow positions as at the year end. Furthermore, management is not aware of any material uncertainties that may cast significant doubt upon the Group's ability to continue as a going concern. Therefore, the consolidated financial statements continue to be prepared on a going concern basis.

## Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting 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 described below:

### Fair value of property (land classified as property plant and equipment and investment property)

The fair value of land and investment property is determined by valuation experts using recognised valuation techniques. These techniques comprise both the Yield Method and the Discounted Cash Flow Method. In some cases, the fair values are determined based on recent real estate transactions with similar characteristics and location to those of the Group assets.

### Provision of slow-moving and obsolete inventories

Inventories are held at lower of cost and net realisable value. When inventories become old or obsolete, an estimate is made of their net realisable value. For individually significant amounts, this estimation is performed on an individual basis. Amounts which are not individually significant, but which are old or obsolete, are assessed collectively and a provision applied according to the inventory type and the degree of aging or obsolescence, based on historical realisable value.

### Impairment of receivables

The Group uses an expected credit loss (ECL) impairment model to determine the impairment of receivables. This impairment model requires forward looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other. It also requires management to assign probability of default to various categories of receivables. Probability of default constitutes a key input in measuring the ECL and entails considerable judgement; it is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 3. Changes in accounting policies and disclosures

### 3.1 New and amended standards and interpretations adopted by Group

The accounting policies adopted are consistent with those of the previous financial year except for the following standards which became effective for the annual period beginning on 1 January 2019.

- IFRS 16 "Leases"
- IFRIC 23 "Uncertainty over Income Tax Treatments"
- Prepayment Features with Negative Compensation (Amendments to IFRS 9)
- Long-Term Interests in Associates and Joint Ventures (Amendments to IAS 28)
- Plan Amendment, Curtailment or Settlement (Amendment to IAS 19)
- Annual Improvements to IFRSs 2015-2017 Cycle (Amendments to IFRS 3, IFRS 11, IAS 12, and IAS 23)

However, except for IFRS 16, whose effects on the Group's consolidated financial statements are explained below, the other standards and amendments did not have a material impact on the Group.

#### IFRS 16 "Leases"

The Group has applied IFRS 16 Leases using the modified retrospective approach. Accordingly, the information presented for 2018 has not been restated – i.e. it is presented, as previously reported, under IAS 17 and related interpretations. The details of changes in accounting policies are disclosed below. Additionally, the disclosure requirements in IFRS 16 have not generally been applied to comparative information.

#### Definition of a lease

Previously, the Group determined at contract inception whether an arrangement was or contained a lease under IFRIC 4 Determining Whether An Arrangement Contains a Lease. On transition to IFRS 16, the Group

elected to apply the practical expedient to grandfather the assessment of which transactions are leases. The group applied IFRS 16 only to contracts that were previously identified as leases. Contracts that were not identified as leases under IAS 17 and IFRIC 4 were not assessed for whether there is a lease under IFRS 16. Therefore, the definition of a lease under IFRS 16 was applied only to contracts entered-into or changed on or after 1 January 2019.

#### As a lessee

IFRS 16 stipulates that all leases and associated contractual rights and obligations should be recognised on the Group's statement of financial position, unless the lease term is 12 months or less or the lease is for a low value asset. The classification required under IAS 17 Leases into operating and finance leases is eliminated for Lessees. For each lease, the Lessee recognises a liability for the lease obligations payable in the future. Correspondingly, a right-of-use lease asset is capitalised at an amount equivalent to the present value of the future lease payments plus directly attributable costs, which is amortised over the useful life.

As a lessee, the Group has land leases for cooling plants, office premises and properties used for retail outlets and staff accommodation. Prior to adoption of IFRS 16, the Group had classified these leases (as lessee) at the inception date as operating leases. Upon adoption of IFRS 16, the Group recognised right-of-use assets representing the right to use the underlying assets and lease liabilities to make lease payments.

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone price.

However, for leases of property the group has elected not to separate non-lease components and account for the lease and associated non-lease components as a single lease component.

## Leases classified as operating leases under IAS 17

Previously, the Group classified property leases as operating leases under IAS 17. On transition, for these leases, lease liabilities were measured at the present value of the remaining lease payments, discounted at Group's incremental borrowing rate as at 1 January 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments, the Group applied this approach to all leases.

The Group has tested its right-of-use assets for impairment on the date of transition and has concluded that there is no indication that the right-of-use assets are impaired.

The Group uses a number of practical expedients when applying IFRS 16 to leases previously classified as operating leases under IAS 17. In particular, the Group:

- did not recognise right-of-use assets and liabilities for leases for which the lease term ends within 12 months of the date of initial application;
- did not recognise right-of-use assets and liabilities for leases of low value assets (e.g. IT equipment);
- excluded initial direct costs from the measurements of the right-of-use asset at the date of initial application;
- used hindsight when determining the lease term.

## As a lessor

Lessor accounting under IFRS 16 is substantially unchanged from IAS 17. Lessors will continue to classify leases as either operating or finance leases using similar principles as in IAS 17. Therefore, IFRS 16 did not have an impact for leases where the Group is the lessor. The Group as a lessor continues to classify leases as finance lease or operating lease and accounts for them differently. However, IFRS 16 has expanded the disclosures required explaining how the lessor manages the risks arising from its residual interest on the leased assets. This does not have an impact on the Group as it has no finance leases as a lessor.

Upon adoption of IFRS 16, the right-of-use leased assets were measured at an amount equivalent to unpaid lease liabilities using incremental borrowing rate as at 1 January 2019. IFRS 16 transition disclosures requires the Group to present a reconciliation of off-balance sheet lease obligations as at 31 December 2018 with the recognised lease liabilities as at 1 January 2019, as below:

	QAR'000
Operating lease commitments at 31 December 2018 as disclosed under IAS 17	13,662
Discounting impact at 1 January 2019	(7,295)
Lease liabilities recognised at 1 January 2019	6,367

The following table summarises the impact of transition to IFRS 16 on recognition of additional right-of-use assets, including investment property, and additional lease liabilities:

	31 December 2019 QAR'000	1 January 2019 QAR'000
Right-of-use assets (Note 11)	5,616	6,367
Lease liabilities (Note 29)	5,731	6,367



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 3. Changes in accounting policies and disclosures (continued)

### 3.1 New and amended standards and interpretations adopted by Group (continued)

#### IFRS 16 "Leases" (continued)

The below table summarise the amounts recognised in the statement of profit or loss related to leases as lessee;

	31 December 2019 QAR'000	31 December 2018 QAR'000
Depreciation expense on right-of-use assets (Note 11)	1,732	-
Interest on lease liabilities (Note 29)	306	-
Operating lease expenses	-	1,257

The Group separated the total amount of cash paid into a principal portion (presented within financing activities) and interest (presented within operating activities) in the consolidated statement of cash flows.

### 3.2 Standards issued but not yet effective

A number of new standards are effective for annual periods beginning after 1 January 2020 and earlier application is permitted; however, the Group has not early adopted the new or amended standards in preparing these consolidated financial statements.

New standards or amendments	Effective date
Amendments to References to Conceptual Framework in IFRS standard	1 January 2020
Definition of a Business (Amendments to IFRS 3)	1 January 2020
Definition of Material (Amendments to IAS 1 and IAS 8)	1 January 2020
Sale or Contribution of Assets between an investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28)	Effective date to be determined

## 4. Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these consolidated financial statements and have been applied consistently by the Group's entities.

### 4.1 Basis of consolidation

The consolidated financial statements comprise the financial statements of The Parent and all its subsidiaries as at 31 December each year. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee; and
- The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that majority of voting rights result in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee
- Rights arising from other contractual arrangements
- The Group's voting rights and potential voting rights.

The Group re-assesses 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. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group 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.

Non-controlling interests represent the portion of profit or loss and net assets not held by the Group and are presented separately in the consolidated statement of profit or loss and within equity in the consolidated statement of financial position, separately from the parent shareholders' equity.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value. If the Group retains any interest in the previous subsidiary, then such interest is measured at fair value at the date that the control is lost. Subsequently it is accounted for as an equity accounted investee or fair value through profit or loss investment depending on the level of the influence retained.

The financial statements of the subsidiaries are prepared for the same reporting year as the parent company, using consistent accounting policies. The consolidated financial statements include the financial statements of The Parent. and its subsidiaries listed in the following table:



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 4. Significant accounting policies (continued)

### 4.1 Basis of consolidation (continued)

Name of the entity	Country of incorporation	% equity interest	
		2019	2018
Qatar District Cooling Company Q.C.S.C.	Qatar	51	51
Ronautica Middle East W.L.L.	Qatar	100	100
The Pearl Qatar Company W.L.L.	Qatar	100	100
Hospitality Development Company W.L.L.	Qatar	100	100
United Fashion Company W.L.L.	Qatar	100	100
Madina Centrale Company W.L.L.	Qatar	100	100
Abraj Al-Mutahida Company W.L.L.	Qatar	100	100
United Facilities Management Company W.L.L.	Qatar	100	100
Scoop Media and Communication Company W.L.L.	Qatar	100	100
Pragmatech Company W.L.L.	Qatar	100	100
Glitter W.L.L.	Qatar	100	100
Insure Plus W.L.L.	Qatar	100	100
Madina Innova W.L.L.	Qatar	100	100
The Pearl Owners Corporation W.L.L.	Qatar	100	100
United Development Investment Company	Cayman Island	100	100
United Technology Solution W.L.L.	Qatar	100	100
Leisure and Resorts Company W.L.L.	Qatar	100	100

Qatar District Cooling Company Q.C.S.C, is a material partly-owned subsidiary of the Group and is engaged in the construction, owning and operation of district cooling systems. It consolidates Installation Integrity 2006 W.L.L. (100%) and Cool Tech Qatar W.L.L. (100%) in its consolidated financial statements.

The accumulated balance of non-controlling interest disclosed in the consolidated statement of financial position of QR 325.7 million as at 31 December 2019 (31 December 2018: QR 290.9 million) relates to the 49% equity interest in Qatar District Cooling Company Q.C.S.C that is not owned by the Group. Profit allocated during the period to non-controlling interest amounted to QR 34.8 million (2018: QR 43.7 million).

The summarised financial information of this subsidiary, prior to intercompany eliminations, is provided below:

	<b>31 December 2019</b>	31 December 2018
	<b>QAR'000</b>	QAR'000
Profit for the year	<b>71,037</b>	84,117
Total assets	<b>2,261,244</b>	2,100,868
Total liabilities	<b>1,570,886</b>	1,481,547
Total equity	<b>690,358</b>	619,321

Ronautica Middle East W.L.L. is involved in the operation of marina and sale of marine related equipment. During 2008, the capital of Ronautica Middle East W.L.L. was increased from QR 30 million to QR 100 million. The increase in capital was fully paid by the Group, which increased its equity interest from 60% to 88%. During 2009, the Group purchased the non-controlling interest of Ronautica Middle East W.L.L., which increased its equity interest from 88% to 100%.

The Pearl Qatar Company W.L.L.'s activity is real estate investments.

Hospitality Development Company W.L.L. (HDC) is engaged in the investment and management of restaurants and sales and purchases of fast-moving consumer goods in the hospitality sector. HDC consolidates Lebanese Restaurants Development L.L.C (100%), Flavour of Mexico L.L.C (100%), The Rising Sun L.L.C (95.68%), Urban Restaurant Development L.L.C (90%), Wafflemaster Restaurant L.L.C (100%), Isla Mexican Kitchen W.L.L. (100%), Arabeque Restaurant W.L.L.(100%), The Circle Café W.L.L. (100%) and Alison Nelson's Chocolate Bar W.L.L. (100%) in its consolidated financial statements.

United Fashion Company W.L.L. was engaged in fashion retailing. The mandate of the Company was to acquire top international names for brand franchising and operating in the Middle East. The Company ceased operations during 2017.

Medina Centrale Company W.L.L. is engaged in the investment of real estate properties.

Abraj Al-Mutahida Company W.L.L.'s activity is in the development of real estate properties. During 2016, the name of the company was changed from "Abraj Quartier Company" to "Abraj Al-Mutahida".

United Facilities Management Company W.L.L. was engaged in facility management activity. The Company ceased operations during 2017.

Scoop Media and Communication Company W.L.L. activity is in the advertising sector.

PragmaTech Company W.L.L. activity is in providing information technology solutions. During the year 2012, a decision was taken to close this company's branch in Lebanon.

Glitter W.L.L.'s activity is to provide cleaning related services.

Insure plus W.L.L.'s activity is an insurance agency and providing technical and risk related services.

Madina Innova W.L.L. is engaged in providing registry and master community services at the Pearl Qatar.

The Pearl Owners Corporation W.L.L. is engaged in property management support services.

United Development Investment Company is engaged in development and investment of real estate activities.

United Technology Solutions W.L.L. is engaged in providing information technology solutions.

Leisure and Resorts W.L.L.'s activity is in the operation and development of hotels and resorts.



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 4. Significant accounting policies (continued)

### 4.2 Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interest in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquirer. If the business combination is achieved in stages, the previously held equity interest is remeasured at its acquisition date fair value and any resulting gain or loss is recognised in profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of IFRS 9 Financial Instrument: Recognition and Measurement, is measured at fair value with changes in fair value recognised either in profit or loss or as a change to other comprehensive income. If the contingent consideration that is classified as equity is not remeasured, subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interest 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 re-assesses whether it has correctly identified all its assets acquired and all of the liabilities assumed and reviews the procedures

used to measure amounts to be recognised 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, the gain is recognised in profit or loss.

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 the Group's cash-generating units 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 has been allocated to a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

### 4.3 Investment in associates

Associates are those entities in which the Group has a significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control over those policies.

The Group's investments in its associates are accounted for under the equity method of accounting. Under the equity method, the investment in associate is initially recognised at cost. The carrying amount of the investment is adjusted to recognise the change in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is not tested for impairment individually.

The consolidated statement of profit or loss reflects the Group's share of the results of operations of the associate. Any change in other comprehensive income of those investees is presented as part of the Group's other comprehensive income. In addition, when there has been a change recognised directly in the equity of the associate, the Group recognises its share of any changes, when applicable, in the statement

of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate. The financial statements of the associates are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

When the Group's share of losses exceeds its interest in an associate, the carrying amount of that interest, including any long-term investments, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation or has made payments on behalf of the investee.

Upon loss of the significant influence over the associate, the Group measures and recognizes any retained investments at its fair value. Any differences between the carrying amount of the associate upon loss of significant influence and the fair value of retained investments and proceeds from disposal is recognised in the statement of profit or loss.

#### 4.6 Revenue recognition

Type of service	Nature, timing and satisfaction of performance obligations, significant payment terms	Revenue Recognition
Annual capacity fees	These are one-time non-refundable fees charged to customers on the service commencement date as per the service agreement. This is fully collected from the customer in advance on the service commencement date.	Revenue and related costs are recognised over the term of the contract with the customers.
Sale of Energy Transfer Stations (ETS)	ETS are installed at the customer's premises in order to receive cooling services. This is a one-time fee charged to the customers on date of substantial completion of the ETS and is fully collected from the customer in advance on the aforementioned-date.	Revenue and related costs are recognised over the term of the contract with the customers.
Revenue from the sale of completed properties (land, townhouses, apartments and villas)	These are revenue from sale of properties such as land, townhouses, apartments and villas. The Group's performance obligation is satisfied when hand over certificate of the property is provided to the buyer.	Revenue is recognised when the control of the completed properties is transferred to the buyer.
Service charges	These are income arising from recovering the cost of providing maintenance activities to properties.	Revenue is recognised over the corresponding period.

#### 4.4 Transactions eliminated upon consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions are eliminated in preparing these consolidated financial statements. Unrealised gains arising from transactions with equity-accounted investees 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.

#### 4.5 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the executive decision makers. The executive decision makers, who are responsible for the allocation of resources and assessing the performance of operating segments, have been identified as the Board of Directors.



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 4. Significant accounting policies (continued)

### 4.6 Revenue recognition (continued)

Type of service	Nature, timing and satisfaction of performance obligations, significant payment terms	Revenue Recognition
Fee income	These are revenue arising from management services provided to properties.	Revenue is recognised upon rendering of service.
Rental income	These are revenue arising from leasing retail and residential units.	Revenue is recognised monthly based on the period of contract.
Revenue from sale of goods	These are arising from provision of food and beverage services at restaurants	Revenue is recognised when control over the goods is transferred to the buyer.

### 4.7 Property, plant and equipment

#### Recognition and measurement

Items of property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. Land is measured at fair value.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to the working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalised borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment. 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 revaluation surplus is recognised in other comprehensive income and presented in the revaluation reserve in equity, except to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit or loss, in which case the increase is recognised in the statement of profit or loss. A revaluation deficit is recognised in the statement of profit or loss, except where the deficit directly offsets a previous surplus on the same asset which is directly offset against the surplus in the asset revaluation reserve.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised net within other income in the statement of profit or loss. When revalued assets are sold, the amounts included in the revaluation reserve are transferred to retained earnings.

Valuations are performed frequently enough to ensure that the fair value of the revalued assets do not differ materially from their carrying value.

#### Reclassification to investment properties

When the use of a property changes from owner-occupied to investment property, the property is re-measured to fair value and reclassified as investment property. Property that is being constructed for future use as investment property is accounted for at fair value. Any gain arising on re-measurement is recognised in profit or loss to the extent the gain reverses a previous impairment loss on the specific property, with any remaining gain recognised in other comprehensive income and presented in the revaluation reserve in equity. Any loss is recognised in other comprehensive income and presented in the revaluation reserve in equity to the extent that an amount had previously been included in the revaluation reserve relating to the specific property, with any remaining loss recognised immediately in profit or loss.

## Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. When significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if recognition criteria are met. All other repair and maintenance costs are recognised in profit or loss as incurred.

## Depreciation

Depreciation is calculated over the depreciable amount, which is the cost of an asset, or other amount substituted for cost, less its residual value. Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. Land is not depreciated.

The estimated useful lives for the current and comparative periods are as follows:

Buildings, plant and facilities	20 – 50 years
Building improvements	3 – 7 years
Furniture, fixtures, equipment and instruments	3 – 7 years
Motor vehicles and boats	5 – 8 years

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted as appropriate.

## 4.8 Intangible assets

The Group recognises intangible assets arising from corporate branding, a brand strategy development arrangement where it has the right to charge for usage of brand strategy, development cost of technical know-how and computer software. These intangible assets are measured at cost upon initial recognition. Following initial recognition, the intangible asset is measured at cost, less accumulated amortisation and accumulated impairment losses. Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in the profit or loss as incurred.

Computer software which is not an integral part of hardware is recognised as an intangible asset and is amortised over its estimated useful life of 5 years as determined by the Group's management. Corporate branding and brand strategy development cost is amortised over its estimated useful life of between 8 and 12 years as determined by the Group's management. Development cost of technical know-how is amortised over its estimated useful life of 5 years as determined by the Group management. Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

## 4.9 Capital work-in-progress

The cost of capital work-in-progress consists of the contract value, directly attributable costs of developing and bringing the project assets to the location and condition necessary for them to be capable of operating in the manner intended by management. The costs of capital work-in-progress will be transferred to tangible and intangible non-current asset classifications when these assets reach their working condition for their intended use. The carrying values of capital work in progress 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.



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 4. Significant accounting policies (continued)

### 4.10 Investment properties

Investment property comprises completed property and property under construction or re-development 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 property is measured at cost on initial recognition and subsequent to the initial recognition, investment property is stated at fair value with gains or losses arising from changes in fair value included in the statement of profit or loss in the year which they arise.

Cost includes expenditure that is directly attributable to the acquisition of investment property. The cost of self-constructed investment property includes the cost of materials and direct labour and any other costs directly attributable to bringing the investment property to a working condition for their intended use. Any gain or loss on disposal of an investment property (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in the statement of profit or loss. When an investment property that was previously classified as property, plant and equipment is sold, any related amount included in the revaluation reserve is transferred to retained earnings.

Any expenditure that results in the maintenance of property to an acceptable standard or specification is treated as repairs and maintenance and is expensed in the period in which it is incurred.

When the use of a property changes such that it is reclassified as property, plant and equipment, its fair value at the date of reclassification becomes its cost for subsequent accounting.

Transfers are made to investment property when and only when, there is a change in use, evidenced by the end of the owner occupation or commencement of an operating lease. Transfers are made from investment or commencement of an operating lease.

### 4.11 Borrowing costs

The Group capitalises borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset as part of the cost of that asset. For the purpose of determining interest available for capitalisation, the costs related to these borrowings are reduced by any investment income on the temporary investment of the borrowings. The capitalisation of borrowing costs will cease once the asset is ready for its intended use. All other interest is recognised in the statement of profit or loss.

### 4.12 Financial instruments

#### Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset or financial liability is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue.

#### Classification and subsequent measurement

##### Financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost; at fair value through other comprehensive income (FVTOCI); or at fair value through profit or loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

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

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

#### Financial assets – Business model assessment

The Group assesses the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed, and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest-rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated – e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets.

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

#### Financial assets – Assessment whether contractual cash flows are solely payments of principal and interest

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a period and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin. In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features;
- prepayment and extension features; and
- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse features).



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 4. Significant accounting policies (continued)

### 4.12 Financial instruments (continued)

#### Financial assets – Assessment whether contractual cash flows are solely payments of principal and interest (continued)

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable

additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a discount or premium to its contractual par-amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par-amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

#### Financial assets – Subsequent measurement and gains and losses

At FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.
At amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
At FVTOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

#### Financial liabilities – Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

#### Derecognition

##### Financial assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the

Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group enters into transactions whereby it transfers assets recognised in its consolidated statement of financial position but retains either all or substantially all risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

##### Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled or expired. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value. Upon derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

### 4.13 Offsetting

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

### 4.14 Impairment

#### Non-derivative financial assets

The Group recognises loss allowances for Expected Credit Losses (ECLs) on financial assets measured at amortised cost. The Group measures loss allowances at an amount equal to lifetime ECLs, except for bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition and are measured at 12-month ECLs.

Loss allowances for trade receivables and contract assets are always measured at an amount equal to lifetime ECLs.

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

As a practical expedient, the Group calculates ECL on trade receivables using a provision matrix. The Group use its historical credit loss experience for trade receivables to estimate the lifetime expected credit losses. The provision matrix uses fixed provision rates depending on the number of days that a trade receivable is past due. The Group considers a financial asset to be in default when the customer is unlikely to pay their credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held).

Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument. 12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter

period if the expected life of the instrument is less than 12 months). The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

#### Measurement of ECLs

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

#### Credit-impaired financial assets

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

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

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or being more than 365 days past due; or
- it is probable that the borrower will enter bankruptcy or other financial reorganisation.

#### Presentation of impairment

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

#### Write-off

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. The Group individually makes an assessment with respect to the timing and amount of write-off based on whether there is a reasonable expectation of recovery. The Group expects no significant recovery from the amount written off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 4. Significant accounting policies (continued)

### 4.14 Impairment (continued)

#### Non-derivative financial assets (continued)

##### Non-financial assets

At each reporting date, the Group reviews the carrying amounts of its non-financial assets to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For impairment testing, assets are grouped together into the smallest group of assets that generate cash inflows from continuing use that are largely independent of the cash inflows of other assets or Cash Generating Units (CGUs). The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. Value in use is based on the estimated future cash flows, 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 or CGU.

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its recoverable amount. Impairment losses are recognised in profit or loss. They are allocated to reduce the carrying amounts of the other assets in the CGU on a pro rata basis.

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, if no impairment loss had been recognised.

### 4.15 Inventories

Inventories are measured at the lower of cost or 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 the estimated selling price in the ordinary course of business, less the estimated costs of completion and estimated cost necessary to make the sale.

### 4.16 Cash and cash equivalents

Cash and cash equivalents consist of cash, bank balances and short-term original deposits with original maturities of three months or less from the acquisition date that are subject to an insignificant risk of changes in their fair value and are used by the Group in the management of its short-term commitments.

### 4.17 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity.

### 4.18 Employees' end of service benefits

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

### 4.19 Provisions

Provisions are recognised when the Group has an obligation (legal or constructive) arising from a past event, and the costs to settle the obligation are both probable and reliably measured.

Provisions are measured at present value of expenditure expected to be required to settle the obligation at the end of the reporting period, using the rate that reflect the current market assessments of the time value of money and the risk specific to the obligation.

Provision are reviewed at each statement of financial position date and adjust to reflect the current best estimate. If it is no longer probable that an out-flow resource embodying economic benefits will be required to settle the obligation the provision is reversed.

### Onerous contracts

Present obligation arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the Group has a contract under which the unavoidable cost of meeting the obligation under the contract exceed the economic benefits expected to be received from the contract.

## 4.20 Contingencies

Contingent liabilities are not recognised in the consolidated financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is not recognised in the consolidated financial statements but disclosed when inflow of economic benefits is probable.

## 4.21 Foreign currency translation

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 at the functional currency rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency rate of exchange ruling at the reporting date. All differences are recognised in the profit or loss apart from differences on foreign currency borrowings that provide a hedge against a net investment in a foreign entity. These are taken directly to equity until the disposal of the net investment, at which time they are recognised in the profit or loss. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the date of the initial transaction.

Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the closing rate.

## 4.22 Current versus non-current classification

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification.

An asset is classified as current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading; or
- Expected to be realised within twelve months after

the reporting period, or cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is classified as current when:

- It is expected to be settled in normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

## 4.23 Discontinued operations

A discontinued operation is a component of the Group's business that represents a separate geographical area of operations that has been disposed of or is held for sale. Classification as a discontinued operation occurs upon disposal or when the operation meets the criteria to be classified as held-for-sale.

Assets and liabilities of discontinued operations are considered as disposal groups and classified as held-for-sale. Impairment loss on initial classification to held-for-sale and subsequent gain or loss on re-measurement are recognised in profit or loss.

The disposal group is re-measured in accordance with the Group's accounting policies immediately before classification as held-for-sale. Therefore, generally the disposal group is measured at the lower of carrying amount and fair value less costs to sell. When an operation is classified as a discontinued operation, the comparative statement of profit or loss and other comprehensive income is re-presented as if the operation had been discontinued from the start of the comparative year.



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 4. Significant accounting policies (continued)

### 4.24 Cash dividend and non-cash distribution to equity holders of the parent

The Company recognises a liability to make cash or non-cash distributions to equity holders of the parent when the distribution is authorised and the distribution is no longer at the discretion of the Company. As per the Qatar Commercial Companies' Law No. 11 of 2015, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity. Non-cash distributions are measured at the fair value of the assets to be distributed with fair value remeasurement recognised directly in equity. Upon distribution of non-cash assets, any difference between the carrying amount of the liability and the carrying amount of the assets distributed is recognised in the statement of profit or loss.

### 4.25 Leases

The Group has applied IFRS 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under IAS 17 and IFRIC 4. details of accounting policies under IAS 17 and IFRIC 4 are disclosed separately.

#### Leases - Policy applicable effective from 1 January 2019

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. 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 uses the definition of a lease in IFRS 16.

This policy is applied to contracts entered-into, on or after 1 January 2019.

#### As a lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component based on its relative stand-alone prices. However, for the leases of property the Group has

elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises 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 end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is 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. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

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

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;

- amounts expected to be payable under a residual value guarantee and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, 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.

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, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment

When the lease liability is measured in this way, a corresponding adjustment is made to the carrying amount of right-of-use asset or is recorded in profit or loss if the carrying amount of right-of-use asset has been reduced to zero.

#### Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

#### As a lessor

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component based on their relative stand-alone prices.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease. To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, then the Group applies IFRS 15 to allocate the consideration in the contract.

The Group applies the derecognition and impairment requirements in IFRS 9 to the net investment in the lease. The Group further regularly reviews estimated unguaranteed residual values used in calculating the gross investment in the lease.

The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term.

#### Leases - Policy applicable prior to 1 January 2019

For contracts entered into prior to 1 January 2019, the Group determined whether the arrangement was or contained a lease based on the assessment of whether:

- fulfilment of the arrangement was dependent on the use of a specific asset or assets; and
- the arrangement had conveyed a right to use the asset. An arrangement conveyed the right to use the asset if one of the following was met:
  - the purchaser had the ability or right to operate the asset while obtaining or controlling more than an insignificant amount of the output;
  - the purchaser had the ability or right to control physical access to the controlling more than an insignificant amount of the output; or
  - facts and circumstances indicated that it was remote that other parties than an insignificant amount of the output, and the price per unit was neither fixed per unit of output nor equal to the current market price of per unit of output.



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 4. Significant accounting policies (continued)

### 4.25 Leases (continued)

Leases - Policy applicable prior to 1 January 2019

#### As a lessee

In the comparative period, as a lessee the Group classified leases that transferred substantially all risks and rewards of ownership as finance leases. When this was the case, the lease assets were measured initially at an amount equal to the lower of their fair value and the present value of the minimum lease payments. Minimum lease payments were the payments over the lease term that the lessee was required to make, excluding any contingent rent. Subsequent to initial recognition, the assets were accounted for in accordance with the accounting policy applicable to that asset.

Assets held under other leases were classified as operating leases and were not recognised in the Group's statement of financial position. Payments made under operating leases were recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives received were recognised as an integral part of the total lease expense over the term of the lease.

#### As a lessor

When the Group acted as a lessor, it determined at lease inception whether each lease was a finance lease or an operating lease.

To classify each lease, the Group made an overall assessment of whether the lease transferred substantially all risks and rewards incidental to ownership of the underlying asset. If this was the case, then the lease was a finance lease; if not, then it was an operating lease. As part of this assessment, the Group considered certain indicators such as whether the lease was for the major part of the economic life of the asset.

### 4.26 Fair value measurement

'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 in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

Number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When one is available, the Group measures the fair value of an instrument using the quoted price in an active market for that instrument. A market is regarded as 'active' if transactions for the asset or liability take place with adequate frequency and volume to provide pricing information on an ongoing basis.

If there is no quoted price in an active market, then the Group uses valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs. The chosen valuation technique incorporates all factors that market participants would take into account in pricing a transaction.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and long positions at a bid price and liabilities and short positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Group determines that the fair value on initial recognition differs from the transaction price and the fair value is evidenced neither by a quoted price in an active market for an identical asset or liability nor based on a valuation technique for which any unobservable inputs are judged to be insignificant in relation to the measurement, then the financial instrument is initially measured at fair value adjusted to defer the difference between the fair value on initial recognition and the transaction price. Subsequently, that difference is recognised in profit or loss on an appropriate basis over the life of the instrument but no later than when the valuation is wholly supported by observable market data or the transaction is closed out.

## 5. Financial risk management

The Group's principal financial liabilities comprise loans and borrowings, accounts and other payables. The main purpose of these financial liabilities is to finance the Group's operations and to provide guarantees to support its operations. The Group has trade and other receivables, and cash and short-term deposits that arrive directly from its operations.

### Risk management framework

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

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

The Group has exposure to credit risks, liquidity risks and market risks from its use of financial instruments. Quantitative disclosures are included throughout these consolidated financial statements. The Board of Directors has the overall responsibility for the establishment and oversight of the Group's risk management framework.

### Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group's receivables from customers and investment securities.

### Accounts and other receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The demographics of the Group's customer base, including the default risk of the industry and country, in which customers operate, has less of an influence on credit risk. Majority of the Group's revenue is attributable to customers originating from the Gulf Cooperative Council States. There is no concentration of credit risk attributable to a single customer.

Properties sold are subject to retention of title clauses, so that in the event of non-payment the Group may have a secured claim. The Group does not require additional collateral in respect of accounts and other receivables.

Accounts receivable are stated at original invoice amount less a provision for any uncollectible amounts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off when there is no possibility of recovery.

### Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have adequate 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 uses activity-based costing to cost its products and services, which assists it in monitoring cash flow requirements and optimising its cash return on investments. Typically, the Group ensures that it has adequate cash on demand to meet expected operational expenses, including the servicing of financial obligations; this excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters.

### Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Group's income or the value of its holdings of financial instruments.



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 5. Financial risk management (continued)

### Risk management framework (continued)

#### Currency risk

The Group is exposed to currency risk on sales, purchases and borrowings that are denominated in a currency other than the respective functional currency of Group entities. Majority of the Group's transactions are denominated in the functional currency of the Group's entities or currencies with a fixed exchange rate to the functional currency.

#### Equity price risk

The Group monitors equity securities based on the market indices. Material investments are managed by the Group on individual basis and all buy and sell decisions are approved by the Board of Directors. The equity securities performance is actively monitored and managed on a fair value basis.

#### Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of change in market interest rates. The Group's exposure to the risk of change in the market interest rate relates primarily to the Group's interest-bearing loans and borrowings. The Group adopts a policy of ensuring that interest rate exposures are reviewed regularly.

### Capital management

The Board of Directors' policy is to maintain a strong capital base to maintain investor, creditor and market confidence and to sustain future development of the business. The Board of Directors seek to maintain a balance between the higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position.

The Group objectives when managing capital are:

- to safeguard the Group's ability to continue as going concern, so that it can continue to provide return for shareholders and benefits for other stakeholders;
- to provide an adequate return to shareholders by pricing products and services commensurately with the level of risk; and
- to ensure that it meets financial covenants attached to the interest bearing loans and borrowings.

## 6. Other operating income

	<b>2019</b> <b>QR'000</b>	2018 QR'000
Fee income	<b>21,868</b>	36,246
Sundry income	<b>46,881</b>	40,176
	<b>68,749</b>	<b>76,422</b>

## 7. General and administrative expenses

	<b>2019</b> <b>QR'000</b>	2018 QR'000
Payroll and related expenses	<b>180,543</b>	162,199
Depreciation and amortisation	<b>25,542</b>	26,400
Rent	<b>6,734</b>	4,702
Professional expenses	<b>13,414</b>	4,038
Directors' remuneration	<b>10,100</b>	13,500
Others	<b>14,840</b>	39,413
	<b>251,173</b>	<b>250,252</b>

## 8. Basic and diluted earnings per share

Basic and diluted earnings per share is calculated by dividing the net profit for the year attributable to equity holders of the parent by the weighted average number of shares outstanding during the year. There were no instruments or items that could cause a dilutive effect on the earnings per share calculation.

	<b>2019</b>	2018
Profit for the year attributable to equity holders of the Parent (QR'000)	<b>423,297</b>	500,815
Weighted average number of outstanding shares during the year ('000)	<b>3,540,862</b>	3,540,862
<b>Basic and diluted earnings per share (QR)</b>	<b>0.120</b>	<b>0.141</b>

As per instructions of the Qatar Financial Markets Authority, the Extraordinary General Assembly on 26 February 2019 approved a 10 for 1 share split whereby 10 new shares with a par value of QAR 1 each were exchanged for each old share with a par value of QAR 10. This was effected on 3 July 2019 and the total number of outstanding shares increased from 354,086,248 to 3,540,862,500. Consequently, earnings per share for the current year has been adjusted and has been restated for the comparative period.



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 9. Property, plant and equipment

	Land QR'000	Building QR'000	Boats QR'000	Plant facilities QR'000
Cost or valuation:				
At 1 January	1,024,461	241,983	7,923	2,125,879
Additions	-	14,624	662	39,000
Transfers	-	-	-	-
Disposals	-	-	-	(1,771)
At 31 December	1,024,461	256,607	8,585	2,163,108
<b>Accumulated depreciation:</b>				
At 1 January	-	55,117	6,472	429,369
Charge for the year	-	12,425	804	73,882
Transfers	-	-	-	-
Impairment	-	-	-	-
Disposals	-	-	-	(532)
At 31 December	-	67,542	7,276	502,719
<b>Net book value:</b>				
<b>At 31 December 2019</b>	<b>1,024,461</b>	<b>189,065</b>	<b>1,309</b>	<b>1,660,389</b>
At 31 December 2018	1,024,461	186,866	1,451	1,696,510

Furniture, fixtures, equipment, instruments and building improvements QR'000	Motor vehicles QR'000	Capital work in progress QR'000	Total 2019 QR'000	Total 2018 QR'000
378,871	15,321	4,951	<b>3,799,389</b>	3,721,505
1,463	279	7,061	<b>63,089</b>	83,259
(10,715)	(111)	(1,542)	<b>(12,368)</b>	(428)
(9,728)	(6,847)	(742)	<b>(19,088)</b>	(4,947)
359,891	8,642	9,728	<b>3,831,022</b>	3,799,389
268,818	13,397	-	<b>773,173</b>	668,614
22,805	453	-	<b>110,369</b>	106,904
(10,509)	(111)	-	<b>(10,620)</b>	(428)
-	-	-	-	2,665
(9,689)	(6,437)	-	<b>(16,658)</b>	(4,582)
271,425	7,302	-	<b>856,264</b>	773,173
<b>88,466</b>	<b>1,340</b>	<b>9,728</b>	<b>2,974,758</b>	
110,053	1,924	4,951		3,026,216



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 9. Property, plant and equipment (continued)

The depreciation charge has been disclosed in the consolidated statement of profit or loss as follows:

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
Cost of revenue	<b>86,752</b>	80,504
General and administrative expenses	<b>23,617</b>	26,400
	<b>110,369</b>	106,904

- The district cooling plant and related facilities are being constructed on the freehold land owned by the Group and leasehold land.
- The revaluation of the land was carried out by an independent valuer.
- Capital work in progress comprises of costs incurred in respect of the following:

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
Cooling plants – Qatar District Cooling Company Q.C.S.C.	<b>9,728</b>	1,841
Others	-	3,110
	<b>9,728</b>	4,951

## 10. Investment properties

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
Balance at 1 January	<b>9,434,550</b>	9,249,691
Additions during the year	<b>37,915</b>	83,866
Transfers, net	<b>(31,870)</b>	(42,875)
Fair value gains	<b>19,673</b>	143,868
<b>Balance at 31 December</b>	<b>9,460,268</b>	9,434,550

The Group leases out its investment properties. The Group has classified these leases as operating leases as they do not transfer substantially all risks and rewards incidental to the ownership of the assets. Rental income recognised by the Group in respect of these leases during the year is QR 240 million (2018: QR 271 million).

Maturity analysis of lease amounts due based on undiscounted lease amounts receivable after the reporting date are as follows:

	<b>QR'000</b>
<b>At 31 December 2019 (under IFRS 16)</b>	
Less than one year	171,547
Between one to two years	112,425
Between two to three years	83,146
Between three to four years	53,520
Between four to five years	34,455
More than five years	51,807
	506,900
<b>At 31 December 2018 (under IAS 17)</b>	
Less than one year	200,444
Between two and five years	247,429
More than five years	68,030
	515,903

Fair value of most of the investment properties is determined primarily based on valuations carried out by professionally qualified individuals employed by the Group. Those individuals are members of a professional valuers' associations and have the appropriate qualifications and experience in valuing these types of investment properties. The valuation was mainly determined using the market comparable approach (Level 2 of the fair value hierarchy) and discounted cash flow method (Level 3 of the fair value hierarchy) in accordance with RICS valuation standards, adopting the IFRS basis of fair value and using established principles and valuation techniques.

Discounted cash flow model considers the present value of net cash flows to be generated from the property considering the expected rental growth rate, void periods, occupancy rate and rent-free periods. The expected net cash flows are discounted using risk adjusted discount rates. Among other factors the discount rate estimation considers the quality of a building and its location, tenant credit quality and lease terms.

Average expected market rental growth considered in the valuations ranges from 1% to 1.6% (2018: 1% to 2.3%), average expected occupancy rate ranges from 60% to 95% (2018: 55% -95%) and expected inflation rate ranges from 2.5% - 3% (2018: 2.5% - 3%).

The estimated fair value would increase if the expected market rental growth and occupancy rates were higher and the risk adjusted discount rate was lower.

# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 11. Right-of-use assets

	2019 QR'000	2018 QR'000
At 1 January upon adoption of IFRS 16	6,367	-
Additions	981	-
Depreciation for the year (Note 3.1)	(1,732)	-
<b>Balance at 31 December</b>	<b>5,616</b>	-

## 12. Intangible assets

	Branding QR'000	Goodwill QR'000	Operating software QR'000	Others QR'000	Total 2019 QR'000	Total 2018 QR'000
<b>Cost:</b>						
At 1 January	14,255	8,867	8,350	2,814	34,286	34,286
Additions	-	-	-	-	-	-
<b>At 31 December</b>	<b>14,255</b>	<b>8,867</b>	<b>8,350</b>	<b>2,814</b>	<b>34,286</b>	<b>34,286</b>
<b>Amortisation and impairment:</b>						
At 1 January	13,848	8,867	8,350	2,635	33,700	28,510
Charge for the year	172	-	-	22	194	708
Impairment	(57)	-	-	-	(57)	4,482
<b>At 31 December</b>	<b>13,963</b>	<b>8,867</b>	<b>8,350</b>	<b>2,657</b>	<b>33,837</b>	<b>33,700</b>
<b>Net book value:</b>						
<b>At 31 December 2019</b>	<b>292</b>	-	-	<b>157</b>	<b>449</b>	
At 31 December 2018	407	-	-	179		586



### 13. Investment in associate

	2019 QR'000	2018 QR'000
Balance at 1 January	43,441	308,077
Share of profit for the year	11,527	8,437
Dividend received	(6,400)	(32,800)
Disposal during the year	-	(214,352)
Loss on disposal during the year	-	(33,763)
Change recognised in other comprehensive income during the year	-	7,842
<b>Balance at 31 December</b>	<b>48,568</b>	<b>43,441</b>

Investment in associate represents the Group's shareholding of 32% in United Readymix W.L.L., a company incorporated in the State of Qatar, engaged in the production and sale of ready-mix concrete and other building materials. Following table represents the summarised financial information of the Group's investments in the associate.

	2019 QR'000	2018 QR'000
Share of associate's results in the statement of financial position:		
Non-current assets	12,573	12,053
Current assets	63,965	55,432
Non-current liabilities	(1,856)	(1,038)
Current liabilities	(26,114)	(23,006)
<b>Net assets</b>	<b>48,568</b>	<b>43,441</b>
Share of associate's results in the statement of profit or loss:		
Revenue	90,416	67,715
Profit for the year	11,527	8,437

# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 14. Investment securities

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
Balance at 1 January	<b>60,581</b>	61,833
Additions during the year	-	29,269
Disposal during the year	-	(17,618)
Gain on disposal during the year	-	10,171
Fair value gain/(loss) during the year	<b>2,096</b>	(23,074)
<b>Balance at 31 December recognised as FVTPL</b>	<b>62,677</b>	<b>60,581</b>
Quoted shares inside Qatar	<b>29,197</b>	29,677
Quoted shares outside Qatar	<b>33,480</b>	30,904
	<b>62,677</b>	<b>60,581</b>

## 15. Inventories

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
Land and properties held for trading	<b>907,514</b>	1,106,992
Construction works in progress	<b>16,102</b>	19,018
Material and spare parts	<b>15,718</b>	15,931
Food, beverage and consumables	<b>644</b>	598
	<b>939,978</b>	<b>1,142,539</b>

## 16. Deferred costs

These represent costs incurred in respect of connection revenue and one-time capacity revenue that is recognised on a straight-line basis over the term of the contracts with the customers, which is in line with the recognition of revenue from these sources (Note 4.6).

## 17. Accounts and other receivables

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
Non-current:		
Accounts receivable	<b>550,761</b>	355,349
Long term deposits (i)	<b>38,823</b>	23,466
	<b>589,584</b>	<b>378,815</b>
Current:		
Accounts receivable, net (ii)	<b>1,198,349</b>	1,280,241
Advances to contractors	<b>125,529</b>	60,237
Amounts due from related parties (Note 30)	<b>9,503</b>	9,757
Prepayments and accruals	<b>30,811</b>	54,498
Others	<b>591,233</b>	848,127
	<b>1,955,425</b>	<b>2,252,860</b>

(i) These represent deposit amounts paid for the purpose of obtaining utility services by Qatar District Cooling Company Q.C.S.C. These deposits will be recovered upon discontinuation of the service provided for each cooling plant.

(ii) Amounts presented are net of impairments. Movement in impairments during the year are as follows:

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
Balance at 1 January	<b>138,603</b>	128,062
(Reversal of)/provision for impairment during the year	<b>(2,970)</b>	10,541
Write-off during the year	<b>(9,182)</b>	-
<b>Balance at 31 December</b>	<b>126,451</b>	<b>138,603</b>

Note 33 on credit risk explains how the Group manages and measures credit quality of the accounts receivable that are neither past due nor impaired.



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 18. Cash and bank balances

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
Cash in hand and bank balances	<b>156,515</b>	201,694
Time deposits	<b>1,141,851</b>	1,239,428
Total cash and bank balances	<b>1,298,366</b>	1,441,122
Less: Time deposits with original maturities greater than 90 days	<b>(997,469)</b>	(1,168,429)
Cash and cash equivalents	<b>300,897</b>	272,693

## 19. Share capital

At the reporting date, share capital represents 3,540,862,500 authorised, issued and fully paid ordinary shares of QR 1 each. As per instructions of the Qatar Financial Markets Authority, the Extraordinary General Assembly on 26 February 2019 approved a 10 for 1 share split whereby 10 new shares with a par value of QR 1 each were exchanged for each old share with a par value of QR 10. This was effected on 3 July 2019 causing an increase in the number of authorised and issued shares from 354,086,248 to 3,540,862,500.

## 20. Legal reserve

In accordance with the Qatar Commercial Companies Law No.11 of 2015, 10% of the profits for the year are transferred to legal reserve. Management may discontinue such transfers when the reserve totals to 50% of the paid-up share capital. The reserve is not available for distribution, except in the circumstances as stipulated by the Qatar Commercial Companies Law No.11 of 2015. In 2006, the Company capitalised QR 57.3 million from the legal reserve in order to issue bonus shares for the year 2005.

## 21. Other reserves

	Fair value reserve QAR'000	Cash flow hedge reserve QAR'000	Asset revaluation reserve QAR'000	Total QAR'000
Balance at 1 January 2018	18,734	(7,842)	1,212,049	1,222,941
Adjustment on initial application of IFRS 9	(18,734)	-	-	(18,734)
Other comprehensive income for the year	-	7,842	-	7,842
Balance at 31 December 2018	-	-	1,212,049	1,212,049
Movement during the year	-	-	-	-
<b>Balance at 31 December 2019</b>	<b>-</b>	<b>-</b>	<b>1,212,049</b>	<b>1,212,049</b>

- Fair value reserve was used to recognise changes other than impairment losses in the fair value of available-for-sale financial assets. During 2018, the carrying value of the reserve was transferred to retained earnings as a result of adoption of IFRS 9.
- Cash flow hedge reserve represented the Group's share in one of the associates. During 2018, the reserve was reclassified to profit or loss due to de-recognition of the associate.
- Asset revaluation reserve is used to recognise increase in the fair value of property, plant and equipment that were subject to fair valuation. Decrease in fair value is recognised in the reserve only to the extent it relates to an increase in fair value of the same asset previously recognised in equity.

## 22. Proposed dividend

The Board of Directors proposed a cash dividend of 5% of share capital amounting to QR 177 million for the year 2019 which is subject to approval of the shareholders in the annual general meeting.

On 26 February 2019, the Company held its annual general meeting for the year 2018 which, among other things, approved a cash dividend of 10% of share capital amounting to QR 354.1 million.

## 23. Social and sports fund

Qatar Law No.13 of 2008 requires all Qatari listed shareholding companies to pay 2.5% of their net profit to a Social and Sports Fund. Pursuant to this Law and further clarifications issued in 2010, the Group has made an appropriation of QR 10.6 million for the year ended 31 December 2019 (2018: QR 12.5 million).

# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 24. Loans and borrowings

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
Loans and borrowings	<b>3,378,637</b>	3,804,202
Unamortised costs associated with raising finance	<b>(18,402)</b>	(19,598)
	<b>3,360,235</b>	3,784,604
Presented as:		
Non-current liability	<b>1,508,651</b>	2,534,700
Current liability	<b>1,851,584</b>	1,249,904
	<b>3,360,235</b>	3,784,604

Details of the Group's loans and borrowings are as follows. The loans carry interest at variable rates of Qatar Central Bank repo rate and/or LIBOR plus or minus margin.

- In January 2015, the Group entered into a contract with a local bank for obtaining a loan facility of US\$ 165.3 million which is repayable by semi-annual instalments commencing March 2015 up to March 2024, with US\$ 98.4 million repaid as at reporting date. The loan is secured against plant and equipment and chiller plant, apart from revenue from the chiller plant and insurance proceeds assigned in favour of the lender.
- In January 2015, the Group entered into a contract with a local bank for obtaining a loan facility of US\$ 86 million out of which US\$ 72.5 million was drawn down. The loan is repayable by semi-annual instalments commencing September 2017 up to 31 March 2026, with US\$ 20.9 million repaid as at reporting date. The loan is secured against plant and equipment and chiller plant, apart from revenue from the chiller plant and insurance proceeds assigned in favour of the lender.
- In March 2016, the Group obtained a corporate facility for QR 728 million from a local bank which is fully repayable in March 2020.
- In September 2014, the Group obtained a corporate facility for QR 630 million from a local bank which is repayable in quarterly instalments commenced October 2014 up to October 2021, with QR 476 million repaid as at reporting date.
- In July 2013, the Group obtained a project facility for QR 1,546 million from a local bank which is repayable in quarterly instalments commencing September 2013 up to October 2022, with QR 1,202 million repaid as at reporting date. The loan is secured against retail and residential properties.
- In June 2014, the Group entered into a Musharaka agreement for QR 770 million with a local bank for the construction of commercial properties, out of which QR 715 million was drawn down. The loan is repayable in quarterly instalments commencing December 2018 up to September 2026, with QR 107 million repaid as at reporting date. The loan is secured against the commercial property.



- In December 2016, the Group obtained a project finance for QR 730 million from a local bank for the development of certain mixed-use properties, out of which QR 343 million is drawn down as at reporting date. The loan is repayable from March 2022 and is secured against the mixed-use properties.
- In August 2017, the Group obtained a revolving facility for QR 767 million from a local bank for general corporate purpose which is repayable by August 2020.
- During the year, the Group fully repaid a syndicated loan facility for QR 738 million that was obtained in September 2015.
- In July 2019, the Group entered into syndicated loan facility from local banks for QR 1.25 billion for the development of mixed-use properties which is repayable from March 2022 up to December 2028. The loan is secured against the mixed-use properties.

Repayment profile of the principal amounts of the Group's loans and borrowings are as follows:

	<b>2019</b> <b>QR'000</b>	2018 QR'000
On demand or within one year	<b>1,856,963</b>	1,249,904
Between two and five years	<b>1,350,010</b>	2,277,196
More than five years	<b>171,664</b>	277,102
	<b>3,378,637</b>	<b>3,804,202</b>

Cash flows from loans and borrowings represent net drawdown of loans in the consolidated statement of cash flows as follows:

	<b>At 1 January 2019</b> <b>QR'000</b>	<b>Cash flows</b> <b>QR'000</b>	<b>Issue costs amortisation</b> <b>QR'000</b>	<b>At 31 December 2019</b> <b>QR'000</b>
<b>At 31 December 2019</b>	<b>3,784,604</b>	<b>(431,815)</b>	<b>7,446</b>	<b>3,360,235</b>
At 31 December 2018	4,165,028	(388,281)	7,857	3,784,604

# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 25. Accounts and other payables

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
<b>Non-current:</b>		
Master community reserve fund	<b>84,427</b>	68,258
Customer deposits	<b>103,116</b>	61,784
	<b>187,543</b>	130,042
<b>Current:</b>		
Accounts payable	<b>135,788</b>	81,205
Accrued contract costs	<b>630,359</b>	682,096
Advances received from customers	<b>1,353,547</b>	1,145,669
Other accruals	<b>130,721</b>	175,600
Other liabilities	<b>233,492</b>	270,080
	<b>2,483,907</b>	2,354,650

## 26. Retention payable

Retention payable represents amounts withheld from payments to contractors as per contractual terms. These amounts are payable upon completion of work and satisfactory discharge of obligations by the relevant contractors.

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
Amounts due for settlement within one year	<b>126,332</b>	140,025
Amounts due for settlement after one year	<b>21,787</b>	23,004
	<b>148,119</b>	163,029

## 27. Deferred revenue

Deferred revenue represents connection fees and one-time capacity revenues that will be recognised in the statement of profit or loss on a straight-line basis over the term of the contracts with customers. Related direct costs are recognised into the statement of profit or loss at the same time (Note 16).

## 28. Employees' end-of-service benefits

	2019 QR'000	2018 QR'000
Balance at 1 January	36,704	37,590
Charge for the year	15,511	7,803
Payments during the year	(6,951)	(8,689)
<b>Balance at 31 December</b>	<b>45,264</b>	<b>36,704</b>

## 29. Lease liabilities

	2019 QR'000	2018 QR'000
At 1 January upon adoption of IFRS 16	6,367	-
Additions	981	-
Lease payments during the year	(1,923)	-
Interest expense on lease liabilities (Note 3.1)	306	-
<b>Balance at 31 December</b>	<b>5,731</b>	<b>-</b>
Presented as:		
Non-current liability	4,518	-
Current liability	1,213	-
	<b>5,731</b>	<b>-</b>



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 30. Related party transactions

Note 4 provides information about the Group structure including subsidiaries and associates. During the year, certain transactions have occurred with related parties on the same commercial terms and conditions as non-related parties. Pricing policies and terms of these transactions are approved by the Group's management.

Balances with related parties and nature of significant transactions and amounts involved are as follows:

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
<b>Amounts due from related parties</b>		
United Readymix W.L.L.	<b>6,508</b>	6,608
National Central Cooling Company P.J.S.C	<b>2,995</b>	3,149
	<b>9,503</b>	<b>9,757</b>
<b>Transactions with related parties</b>		
Revenue	<b>41,874</b>	5,802
Rental income	<b>1,112</b>	2,065

Details of compensation and remuneration to key management personnel are as follows:

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
Salaries and other short-term employee benefits	<b>40,446</b>	36,473
Other long-term benefits	<b>8,833</b>	555
	<b>49,279</b>	<b>37,028</b>

The Group has provided for Directors' remuneration for the year 2019 amounting to QR 10.1 million (2018: QR 13.5 million) which is subject to the approval of shareholders at the annual general meeting.

## 31. Contingent liabilities

	<b>2019</b> <b>QR'000</b>	2018 QR'000
Bank guarantees and bonds	<b>7,044</b>	7,871

The Group anticipates that no material liability will arise from the above guarantees which are issued in the ordinary course of business.

A court case is ongoing between the Company and a developer. The developer has filed a case against the Company and the Company has filed a counter claim against the developer, each seeking compensation for the recovery of costs incurred and damages suffered.

The developer's case was decreed by the court in thier favour, but the Company has appealed against the judgement. No profit or loss on this project has been recognised by the Company but based on the assessment of the Company's lawyers, no material additional liability is expected to arise from this case.

## 32. Capital commitments

	<b>2019</b> <b>QR'000</b>	2018 QR'000
Contractual commitments to contractors and suppliers	<b>1,329,871</b>	557,336

# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 33. Financial instruments and risk management

Accounting policies for financial assets and liabilities are set out in Note 4.

Financial instruments consist of cash and bank balances, accounts receivable, other receivables, due from related parties and accounts and other payables.

### Credit risk

Credit risk is the risk of financial loss to the Company if a counterparty to a financial instrument fails to meet its contractual obligations. The Company's exposure to credit risk is influenced mainly by the individual characteristics of each counterparty. The Company's maximum exposure to credit risk as at the reporting date is the carrying amount of its financial assets, which are the following:

	2019			2018		
	Not credit impaired QR'000	Credit impaired QR'000	Total QR'000	Not credit impaired QR'000	Credit impaired QR'000	Total QR'000
Accounts receivable	1,749,110	126,451	1,875,561	1,635,590	138,603	1,774,193
Other receivables	591,233	-	591,233	848,127	-	848,127
Due from related parties	9,503	-	9,503	9,757	-	9,757
Cash and bank balances	1,298,366	-	1,298,366	1,441,122	-	1,441,122
	<b>3,648,212</b>	<b>126,451</b>	<b>3,774,663</b>	<b>3,934,596</b>	<b>138,603</b>	<b>4,073,199</b>

Ageing of the accounts receivable and impairments are as follows:

	2019		2018	
	Gross carrying amount QR'000	Provision for impairment QR'000	Gross carrying amount QR'000	Provision for impairment QR'000
Not due	379,587	795	776,543	1,804
Past due for 1 to 90 days	583,971	1,406	87,710	7,676
Past due for 91 to 180 days	61,596	10,256	45,558	7,540
Past due for 181 to 365 days	95,566	14,497	100,428	22,592
Past due for more than 365 days	754,841	99,497	763,954	98,991
	<b>1,875,561</b>	<b>126,451</b>	<b>1,774,193</b>	<b>138,603</b>



The accounts receivable from property sales represents the receivables related to the sale of land and property units against which the title to the underlying property is held as a security. The management considers the value of the underlying property when assessing ECL provision.

Amounts due from related parties are dues from counterparties that are under the control of the shareholders of the Company. As a result, ECL on these receivables is expected to be minimal.

Other receivables are expected to be recovered in full and therefore management does not expect collection loss. As a result, ECL on other receivables is expected to be minimal.

The Company limits its exposure to credit risk from accounts and other receivables by:

- evaluating the creditworthiness of each counter-party prior to entering into contracts;
- establishing maximum payment periods for each customer, which are reviewed regularly; and
- periodically reviewing the collectability of its trade receivables for identification of any impaired amounts.

The Company uses an allowance matrix to measure the ECLs of its trade receivables from individual customers. The ECLs are probability-weighted estimate of the present value of credit losses that are measured as the present value of the difference between the cash flows due to the Group under respective contracts and the cash flows the Group expects to receive arising from the weighting of multiple present and future economic factors.

Cash and bank balances are not credit impaired as ECL is expected to be insignificant. At the reporting date, the Group's cash balances are held with reputed banks that are independently rated by credit rating agencies, details as follows:

	<b>2019</b>	2018
	<b>QR'000</b>	QR'000
<b>Credit rating</b>		
A3	<b>1,197,924</b>	1,339,775
Aa3	<b>38,269</b>	35,836
Ba2	<b>61,184</b>	65,001
Other	<b>989</b>	510
	<b>1,298,366</b>	<b>1,441,122</b>

# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 33. Financial instruments and risk management (continued)

### Liquidity risk

The following are the contractual maturities of non-derivative financial liabilities and the impact of netting agreements. As at the reporting date, carrying amounts are approximately equal to their respective contractual cash flows.

	Less than one year	Between 2 – 5 years	More than 5 years	Total
<b>31 December 2019:</b>				
Loans and borrowings	1,856,963	1,376,049	145,625	3,378,637
Accounts and other payables	1,722,827	187,543	-	1,910,370
Retention payables	126,332	21,787	-	148,119
Lease liabilities	1,213	1,335	3,183	5,731
	<b>3,707,335</b>	<b>1,586,714</b>	<b>148,808</b>	<b>5,442,857</b>
<b>31 December 2018:</b>				
Loans and borrowings	1,249,904	2,277,196	277,102	3,804,202
Accounts and other payables	1,496,954	130,042	-	1,626,996
Retention payables	140,025	23,004	-	163,029
Lease liabilities	-	-	-	-
	<b>2,886,883</b>	<b>2,430,242</b>	<b>277,102</b>	<b>5,594,227</b>

## Market risk

### Interest rate risk

At the reporting date, interest rate profile and carrying amounts of the Group's interest-bearing financial instruments were as follows:

	<b>2019</b>	2018
	<b>QAR'000</b>	QAR'000
Fixed and variable rate instruments		
Time deposits	<b>1,141,851</b>	1,239,428
Term loans	<b>(3,378,637)</b>	(3,804,202)

### Interest rate sensitivity analysis

If interest rates had been 100 basis points higher/lower and all other variables were held constant, the Group's profit for the year ended 31 December 2019 would decrease/increase by QR 19 million (2018: QR 23 million). This is mainly attributable to the Group's exposure to variable rate financial instruments.

### Currency risk

Currency risk is the risk that the value of financial instruments will fluctuate due to changes in foreign exchange rates. All time deposits are designated in Qatar Riyals. The Group's exposure towards currency risk is minimal as majority of the foreign currency financial assets and liabilities are denominated in currencies that are pegged to the Qatari Riyal.

### Equity price risk

Equity price risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), where those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

### Equity price sensitivity analysis

A 10% increase/decrease in equity prices, with all other variables held constant, would cause a decrease/increase of QR 6.3 million in the Group's profit for the year ended 31 December 2019 (2018: QR 6.1 million).



# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 34. Fair values of financial instruments

Financial assets consist of investment securities, cash and bank balances, available-for-sale financial assets and receivables. Financial liabilities consist of loans and borrowings, payables, and accrued expenses.

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. Differences can therefore arise between book value under historical cost method and fair value estimates.

### Fair value hierarchy

The Company uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities;

Level 2: other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly; and

Level 3: techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

The management considers the carrying amounts of the financial assets and financial liabilities recognised in the consolidated financial statements are approximate to their fair values. The entire portfolio of investment securities (Note 14) is classified as Level 1, property, plant and equipment (Note 9) is classified as Level 3 and investment properties (Note 10) are classified under Level 2 and Level 3.

## 35. Operating segments

The Group has four reportable segments, as described below, which are the Group's strategic business units. The strategic business units offer different products and services and are managed separately because they require separate business strategies. For each of the strategic business units, the Group reviews internal management reports on a regular basis. The following summary describes the operations in each of the Group's reportable segments:

Reportable segment	Nature of operations
Urban development	Real estate development and construction activities
Hospitality and leisure	Investment and development of hotel, leisure facilities and selling of luxurious items
Infrastructure and utilities	Construction and management of district cooling systems and marina activities
Other operations	Providing information technology solutions and other services

The accounting policies of the reportable segments are the same as described in note 4.

Information regarding the results of each reportable segment is included below. Performance is measured based on segment profit, as included in the internal management reports that are reviewed by the Management. Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Inter-segment pricing is determined on an arm's length basis.

## Geographical segments

The Group has not diversified its activities outside of the State of Qatar except for United Development Investment Company (established in Cayman Island), which does not have any material operations outside Qatar. Majority of the Group assets are in the State of Qatar, accordingly, there are no distinctly identifiable geographical segments in the Group for the year ended 31 December 2019.

	Urban development QR'000	Hospitality and leisure QR'000	Infrastructure and utilities QR'000	Others QR'000	Inter-segment elimination QR'000	Total QR'000
<b>2019:</b>						
Real estate revenue	1,155,362	-	-	-	(12,799)	1,142,563
Capacity charges	-	-	230,283	-	(11,385)	218,898
Consumption & ETS sale	-	-	170,387	-	(7,398)	162,989
Marina operations	-	-	40,104	-	(8,867)	31,237
Food and beverage sale	-	25,971	-	-	-	25,971
Others	-	-	-	177,964	-	177,964
<b>Total revenue</b>	<b>1,155,362</b>	<b>25,971</b>	<b>440,774</b>	<b>177,964</b>	<b>(40,449)</b>	<b>1,759,622</b>
Finance income	29,228	10	12,341	2,326	-	43,905
Finance costs	(132,457)	(119)	(31,122)	-	9,262	(154,436)
Depreciation	(46,327)	(2,787)	(60,786)	(469)	-	(110,369)
Net share of results in associates	11,527	-	-	-	-	11,527
Profit/(loss) for the year	344,427	(8,843)	86,891	47,274	(11,644)	458,105
Segment assets	15,474,227	24,610	2,360,704	561,750	(219,423)	18,201,868
Segment liabilities	5,261,754	114,598	1,596,978	168,317	(179,328)	6,962,319

# Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2019

## 35. Operating segments (continued)

	Urban development QR'000	Hospitality and leisure QR'000	Infrastructure and utilities QR'000	Others QR'000	Inter- segment elimination QR'000	Total QR'000
<b>2018:</b>						
Real estate revenue	1,051,089	-	-	-	(34,347)	1,016,742
Capacity charges	-	-	245,157	-	(13,877)	231,280
Consumption & ETS sale	-	-	152,753	-	(9,931)	142,822
Marina operations	-	-	33,057	-	-	33,057
Food and beverage sale	-	24,707	-	-	-	24,707
Others	-	-	-	182,539	(3,756)	178,783
<b>Total revenue</b>	<b>1,051,089</b>	<b>24,707</b>	<b>430,967</b>	<b>182,539</b>	<b>(61,911)</b>	<b>1,627,391</b>
Finance income	31,757	10	10,042	1,995	-	43,804
Finance costs	(152,772)	-	(24,032)	-	-	(176,804)
Depreciation	(46,223)	(2,478)	(57,693)	(510)	-	(106,904)
Net share of results in associates	8,437	-	-	-	-	8,437
<b>Profit/(loss) for the year</b>	<b>470,574</b>	<b>(24,803)</b>	<b>99,887</b>	<b>46,439</b>	<b>(47,551)</b>	<b>544,546</b>
Segment assets	15,994,460	20,984	2,138,546	180,806	-	18,334,796
Segment liabilities	5,542,723	9,755	1,497,185	139,021	-	7,188,684



### 36. Comparative information

Certain comparative figures have been reclassified to conform to the presentation in the current year's consolidated financial statements. However, such reclassifications did not have any effect on the net profit and equity of the comparative year.

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عشرون عاماً  
Years

UDC  
المتحدة للتنمية  
UNITED DEVELOPMENT CO.