CONTENTS

WELCOME NOTES

HE ALI SHAREEF AL-EMADI
CHAIRMAN AND MINISTER OF FINANCE

“The Qatar Financial Centre (QFC) has come a long way since its establishment in 2005, and has now grown into a globally recognised business and financial hub.

Building on the success of the previous decade, 2015 marked another year of exceptional progress, with the QFC licensing double the number of firms compared to the year before.

As a result the organisation's unique platform, supported by its competitive legal and tax environment, has attracted increased foreign investments to Qatar, delivering an influx of global knowledge capital, which is continuing to contribute to the diversification of the economy in line with the country's National Vision 2030.

However, there is a recognition that, despite the undoubted achievements of the past 10 years, we must not stand still. With this in mind, the QFC Authority, QFC Regulatory Authority along with the Qatar International Court have worked extensively with stakeholders throughout the past year to jointly agree on a way forward that affirms, refines and expands the QFC platform for the benefit of all. This will enable us to further facilitate the success of our licensed firms, while continuing to attract more companies to join our ranks.

Central to the QFC's mission is a focus on developing local skills sets and, over the past decade, the organisation has assisted in social development by offering an increased number of internships aiming to empower young Qataris as future business leaders, exemplifying our belief that highly skilled human capital is invaluable in building a knowledge-based economy.

This belief has also been reflected within our own senior management team, as we witnessed several new additions to the QFC's Qatari leadership team in 2015. I would especially like to welcome Yousuf Mohamed Al-Jaida, who has taken over the role of Chief Executive Officer. Yousuf has been a part of the QFC story for six years and has been instrumental in driving forward the central strategy of expanding QFC's platform to support Qatar's vision.

With Yousuf at the helm, supported by a highly competent team, I am confident that the QFC will continue to play a critical role in furthering Qatar's vision of a truly diversified, knowledge-based economy in the years to come.”

YOUSUF MOHAMED AL-JAIDA
CHIEF EXECUTIVE OFFICER AND BOARD MEMBER

"It was with a great sense of pride that I assumed the role of Chief Executive Officer at the QFC, during an exemplary year that marked the 10th anniversary of this global financial hub.

The QFC has been a critical contributor to the country's non-hydrocarbon sector growth. As a Qatari entity, our objective is to help diversify the country's economy by continuously enhancing our platform to attract local and international firms.

This year we have expanded our legislative framework to allow Companies Limited by Guarantee (LLC(G)) to set up in the QFC, which allows us to welcome Business Councils and Professional Associations, and we have amended our Tax Regulations to allow cash reimbursement for tax losses (a global first!).

As a result of this proactive attitude, we have licensed a record number of firms this year, which is reflected by a 130% growth from the year before. Although the QFC has built on the solid foundations created by outstanding growth in 2014, 2015 has decisively strengthened the QFC's position as a world-class business and financial platform.

This achievement was recognised when we were awarded the accolade of GCC Financial Centre of the Year at the Middle East Capital Markets Summit & Awards 2015, and were ranked the 14th Most Competitive Economy in the World by the Global Competitive Index 2015–2016 World Economic Forum. The QFC is the unrivalled destination for firms seeking to extend their presence to Qatar or the region as a whole. As we strive to continue the expansion of our platform and offering, I am confident that we will attract ever-growing numbers of world-class firms to the QFC.

2015 was also notable in terms of our Corporate Social Responsibility focus. We collaborated with Ghanim Al-Muftah, our new brand ambassador, following in the footsteps of Sheikh Mohammed Al-Thani. We also partnered with Best Buddies Qatar, a non-profit organisation dedicated to establishing a global volunteer movement that creates opportunities for one-to-one friendships, integrated employment and leadership development for people with intellectual and developmental disabilities. Both of these affiliations have enabled us to communicate our belief that great success comes from great support.

2015 was an exceptionally successful year for the QFC, and as we continue to build on our existing position within the financial and business industry, I look forward to leading the QFC Authority and representing the interests of Qatar, its beloved people and its continued prosperity."

ABOUT US

The QFC is a fully onshore business and financial centre located in Doha, Qatar's capital city. It provides an excellent platform for firms to incorporate and do business in Qatar and the region, and comprises a strategic and commercial arm, the QFC Authority; an independent financial regulator, the QFC Regulatory Authority; and has an independent judiciary, which comprises a civil and commercial court and a regulatory tribunal.

The QFC Authority is responsible for the organisation's commercial strategy, legislative environment, tax and for developing relationships with the global financial community and other key institutions both within and outside Qatar. It approves and issues licences to businesses and other entities that wish to use its platform to set up and operate in Qatar.

The QFC allows 100% foreign ownership, 100% repatriation of profits, no restrictions on the currency used for trading, and charges a competitive rate of 10% corporate tax on locally sourced profits.

These foundations have helped to foster Doha's world-class business environment; indeed, Qatar is currently ranked as the 14th Most Competitive Economy in the World (Economic Forum Global Competitiveness Report 2015–2016).

The QFC has undertaken several legal and structural enhancements, together with process improvements, to encourage a broader range of professional and business services firms to be licensed, facilitated by streamlined processes, significantly shortening the turnaround time for applications.

In 2015, the QFC celebrated its 10-year anniversary, representing a decade of facilitating firms' success and contributing to the diversification of Qatar's economy.

@QFCAuthority | #Facilitatingsuccess

10 YEARS OF SUSTAINED GROWTH IN QATAR

Merely a decade ago, less than one million people lived in Qatar. By 2015 that number had more than doubled and over two million people now call Qatar home. This rapid population increase has had a direct impact on the nation's infrastructure, as well as on its economy.

Qatar is now internationally recognised as an emerging market, and, in 2015, the Global Competitiveness Index ranked Qatar 14th Most Competitive Economy in the World, and Most Competitive in the Middle East.

For Qatar, the past 10 years have represented a decade of unparalleled progress.

YEAR BY YEAR

2005

The QFC was officially opened in 2005, and Qatar launched a US$14 billion joint project with the USA to build the world's largest liquefied natural gas plant. The Qatar Investment Authority (QIA) and Qatar's sovereign wealth fund were also established in 2005.

2006

Qatar was the first country in the region to host the Asian Games. This development, which demonstrated the nation's ability to deliver world-class sports tournaments, also gave an early indicator of Qatar's determination to encourage and support the country's health-related sectors. In addition, Al Jazeera English, a 24-hour, 7-days-a-week news channel, was launched in Doha, London, Kuala Lumpur and Washington, D.C.

2007

Qatar became one of the two biggest shareholders of the London Stock Exchange, the world's third-largest stock exchange, after buying a 20.86% stake. 2007 also saw HH The Father Emir Sheikh Hamad bin Khalifa Al-Thani issue the Emiri Decree No 37, which enabled the creation of one of the world's largest greenfield port developments that includes a new port, a new base for the Qatar Emiri Naval Forces and the Qatar Economic Zone 3, and will span a 26.5 square kilometre area.

2008

HH The Father Emir Sheikh Hamad bin Khalifa Al-Thani announced the Qatar National Vision 2030 (QNV 2030), a critical mandate that was launched to outline set goals for Qatar's future. By balancing endeavours that achieve economic growth with both human and natural resources, QNV 2030 aims to guide the economic, social, human and environmental development of the country in the coming years. The year 2008 also saw the Islamic Finance sector show solid growth with the introduction of new Islamic banks.

2009

Qatar Foundation launched the WISE initiative, which brought together decision-makers, influential experts and practitioners at an annual summit in Doha to explore ground-breaking innovations and take steps to improve education around the world. In support of QNV 2030, Qatar aims to build a stronger education system by promoting a creative learning environment through improved vocational, cultural and arts programmes. In 2009 Qatar Science & Technology Park (QSTP), which was established in 2004 as a part of Qatar Foundation to incentivise development of Qatar's knowledge economy, was officially inaugurated.

The Qatar Finance & Business Academy (QFBA) was also established in 2009 under the auspices of the QFC Authority to raise the financial services industry's standards and help organisations and professionals achieve their learning and business objectives, thus aligning with QNV 2030.

2010

Qatar won the bid to host the 2022 FIFA World Cup. Hosting this hugely prestigious event presents the nation with an array of new opportunities, including the ability to further develop the performance of Qatar's non-energy sectors, as well as build investments that could secure knowledge sharing and technology transfer. The considerable investment in required infrastructure will encourage new partnerships across a multitude of business sectors, both locally and internationally.

2011

Qatar announced its National Development Strategy 2011–2016. HH The Father Emir Sheikh Hamad bin Khalifa Al-Thani also issued an Emiri Decree to accommodate the growth of Qatar by addressing its transportation challenges.

2012

Qatar hosted the 18th session of the Conference of the Parties (COP18) in Doha, illustrating awareness in the conservation of water, management of waste and improvement in air quality as a necessity for future generations. In line with the strategy for QNV 2030, the country has begun establishing economic and environmental programmes to aid in the consumption, management and protection of natural resources. The Qatar National Research Strategy (QNRS), which outlines how Qatar can become a leading centre for research, development and innovation, was also published in 2012.

2013

HH The Father Emir Sheikh Hamad bin Khalifa Al-Thani stepped down as ruler of Qatar, making way for HH Sheikh Tamim bin Hamad Al-Thani to become the new Emir. This peaceful transition reflects the nation's progressive approach. 2013 also saw the ground-breaking ceremony for the Doha Metro. The rapid transit system, which is expected to become operational by 2019, will have four lines with an approximate overall length of 300km connecting 100 stations. In 2013, the Qatar Central Bank, the QFC Regulatory Authority and Qatar Financial Markets Authority jointly launched a Strategic Plan for the future of financial sector regulation in the context of both the Qatar National Development Strategy 2011–2016 and the QNV 2030.

2014

Hamad International Airport opened its doors to passengers, replacing the former Doha International Airport as Qatar's airport, with over 30 million passengers travelling through it annually. Qatar's status was also elevated to "Emerging Markets" by Morgan Stanley Capital International (MSCI) and the S&P Dow Jones Indices. The foreign investment cap for companies listed on the Qatar Exchange was increased to 49% of the listed shares, from 25%, and the Qatar Central Securities Depository (QCSD) was established as part of the reforms for the financial market infrastructure in the State of Qatar.

2015

Qatar hosted the 24th Men's Handball World Championship. The country continued to make significant investments in developing its non-hydrocarbon and private sectors. 2015 was also the first year that the non-hydrocarbon sector in the country contributed to over 50% of GDP. Qatar also ranked 13th in the IMD World Competitiveness Ranking, improving its position from 19th in 2014.

2016

As both Qatar and the QFC enter a new decade of growth, wise leadership, far-sighted strategy and astute risk management will continue to support continuous success. Reflecting on the past 10 years' goals and accomplishments will ensure a more efficient, productive and resilient economy, and lay the foundations for new sources of wealth creation that are knowledge- and innovation-based. This endeavour reflects the QFC's commitment to Qatari society, providing opportunities and capabilities, networks, institutions, incentives and infrastructure to its people, resulting in a decade of sustained growth.

HIGHLIGHTS

The year 2015 saw many positive changes in the QFC, including the expansion of its platform to welcome Companies Limited by Guarantee (LLC(G)), and the amendment of its Tax Regulations to allow ground-breaking cash reimbursement for tax losses.

In addition, the QFC successfully completed the installation of an Enterprise Resource Planning (ERP) system in 2015, allowing it to improve its corporate performance by better managing and optimising its business processes. 2015 also saw local additions to its leadership, increased brand awareness, the creation of new roles and improved social media platforms.

Throughout the year, the QFC continued to evolve in its objective to cement its position as a leading business and financial hub regionally and internationally.

LEADERSHIP

In 2015, three new members joined the QFC's leadership and three were appointed to new positions:

- Yousuf Mohamed Al-Jaida
  Chief Executive Officer (June)
- Sheikh Salman Al-Thani
  Chief Strategy and Business Development Officer (June)
- Yousef Fakhroo
  Chief Marketing and Corporate Communications Officer (July)
- Hamed Al-Saadi
  Chief Financial and Tax Officer (August)
- Nasser Al-Taweel
  Chief Legal Officer (December)
- Raed Al-Emadi
  Chief Commercial Officer (December)

HIGHLIGHTS OF 2015

MARCH

The MultaQa Risk and Insurance Forum was held, combining a world-class business programme with unparalleled networking opportunities. This event attracted a record of more than 700 senior insurance and reinsurance executives operating in the MENA region from more than 30 countries.

APRIL

The QFC Community News page on QFC Client was launched in April, allowing licensed firms to share their latest updates with the wider QFC community.

JUNE

The QFC's CEO announced that the Client Relations and Customer Service departments would merge. The merger created a one-stop-shop for clients to direct their queries, facilitating a more streamlined approach and enabling them to handle any issues and requests.

JULY

QFC launched its partnership with Best Buddies Qatar, a non-profit organisation established under a special project of HH Sheikha Moza bint Nasser, and is dedicated to enhancing the lives of people with intellectual disabilities by providing opportunities for one-on-one friendships with integrated employment.

SEPTEMBER

Establishment of the Employment Standards Office as an independent department, ensuring that all QFC employees and licensed firms work in a transparent environment where they are treated fairly and are encouraged to resolve disputes amicably.

OCTOBER

Best Buddies Qatar conducted its first workshop with QFC employees.

NOVEMBER

The QFC's Instagram photo competition was launched for a duration of four weeks, attracting more than 650 submissions.

DECEMBER

In an effort to strengthen and reiterate their commitment to attracting high-calibre professionals, the QFC Authority and the QFC Regulatory Authority signed a Memorandum of Understanding to provide unified services.

SOCIAL MEDIA

2015 TARGET:
2,000

4,785
FOLLOWERS

2,757
FOLLOWERS

2015 TARGET:
2,000

2015 TARGET:
1,000

1,067
FOLLOWERS

282
SUBSCRIBERS

1,400,000
TOTAL VIEWS

367,000+
VIEWS FOR TV CAMPAIGN FEATURING GHANIM AL-MUFTAH

ADDITIONAL ACHIEVEMENTS

100+
NUMBER OF EVENTS SPONSORED, HOSTED AND ATTENDED LOCALLY AND ABROAD

696
MENTIONS OF QFC IN PRESS STORIES
2015 TARGET: 565

8
THOUGHT-LEADERSHIP PUBLICATIONS
2015 TARGET: 5

38
RECORD NUMBER OF INTERNS TRAINED ACROSS VARIOUS DEPARTMENTS

2015 GCC FINANCIAL CENTRE OF THE YEAR
MIDDLE EAST CAPITAL MARKETS SUMMIT & AWARDS HELD IN DUBAI

WELCOMING NEW FIRMS

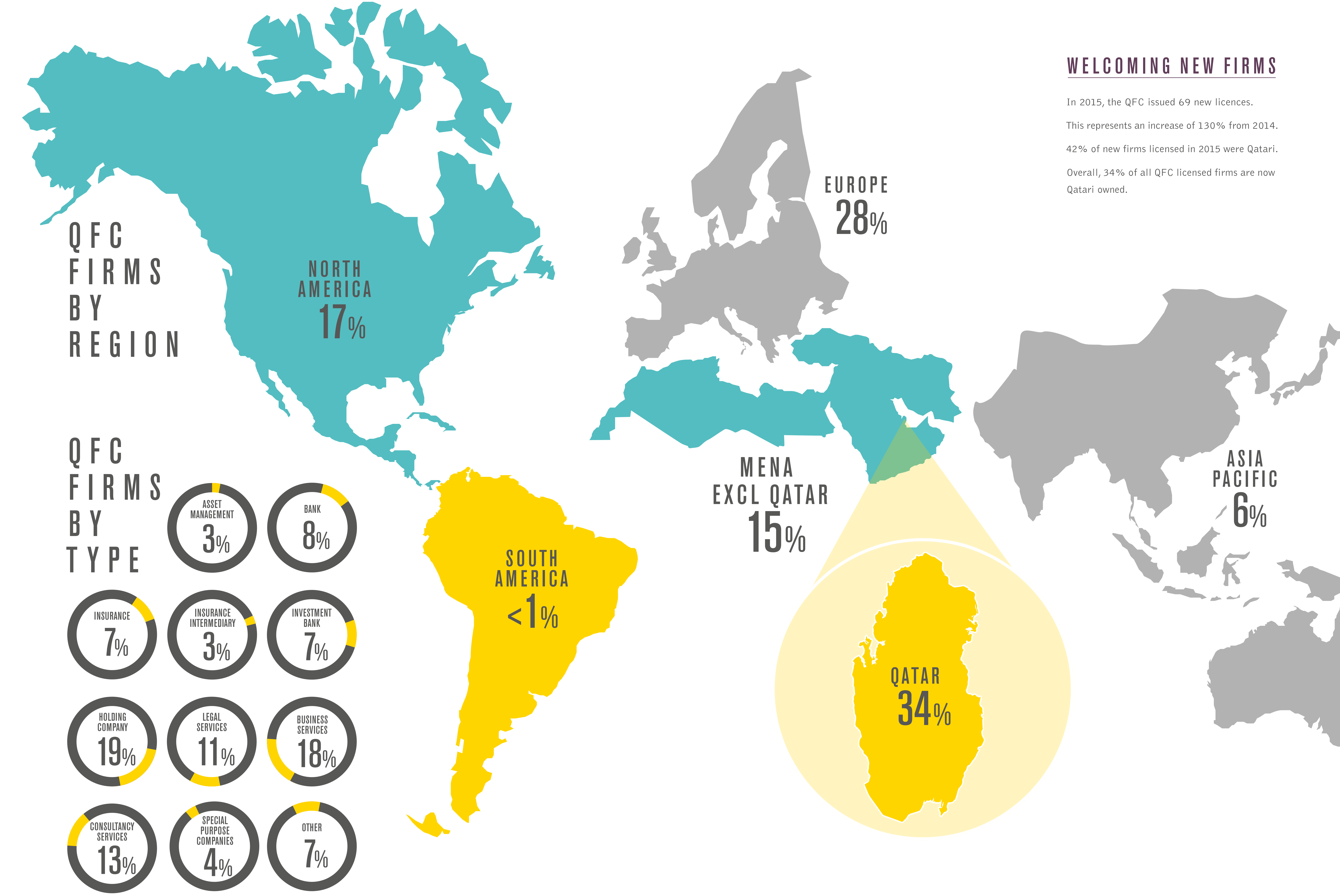
In 2015, the QFC issued 69 new licences.

This represents an increase of 130% from 2014.

42% of new firms licensed in 2015 were Qatari.

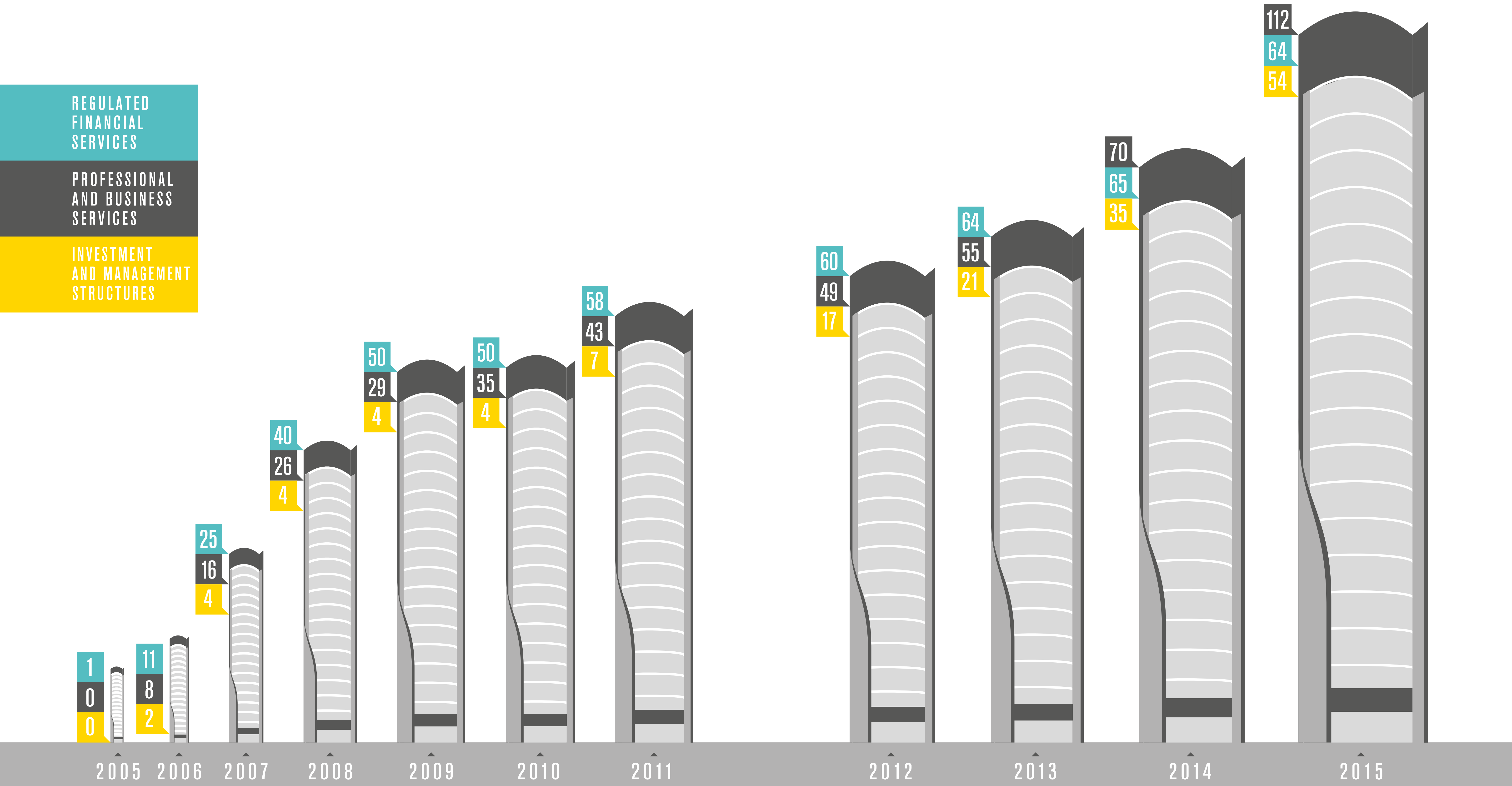
Overall, 34% of all QFC licensed firms are now Qatari owned.

QFC FIRMS BY REGION

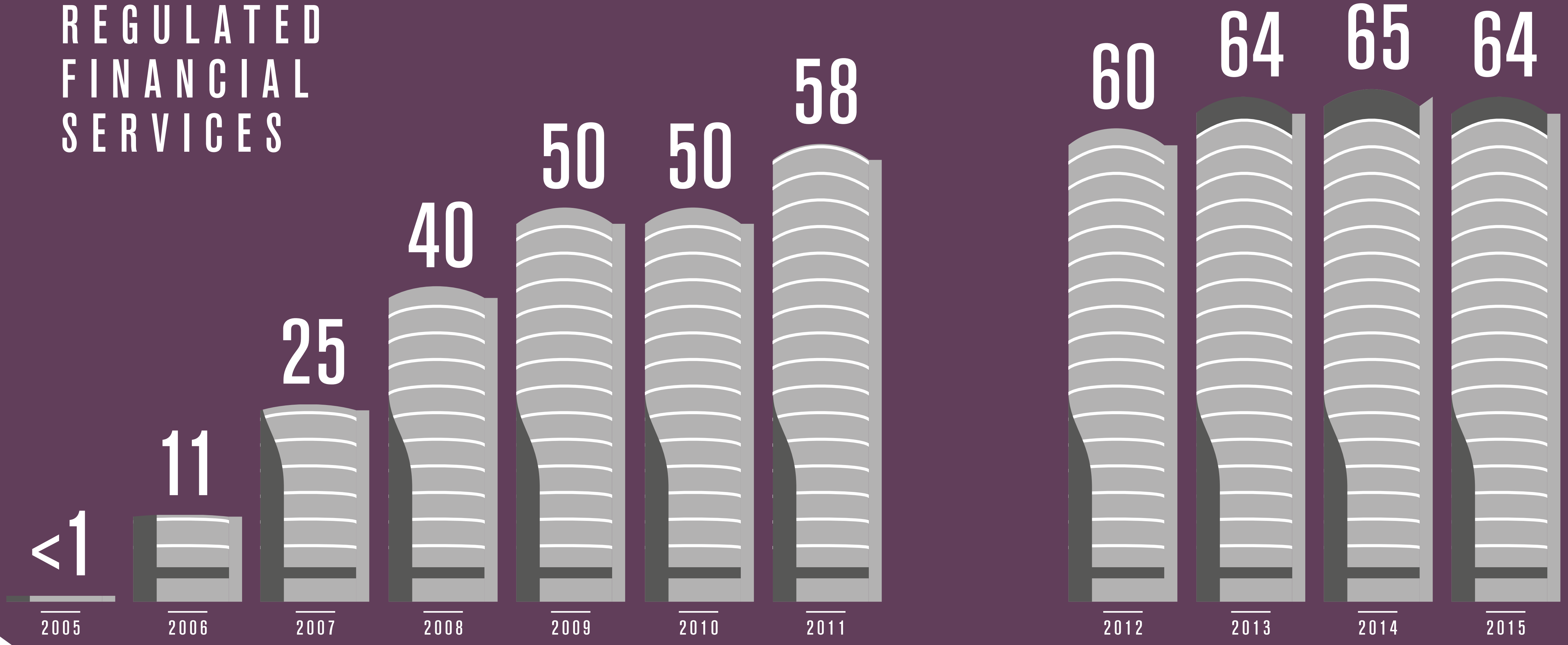


QFC FIRMS BY TYPE

CUMULATIVE GROWTH OF ACTIVE QFC FIRMS



REGULATED FINANCIAL SERVICES



INVESTMENT & MANAGEMENT STRUCTURES

FIRMS LICENSED IN 2015

LICENCE #	COMPANY NAME	COMPANY TYPE	COUNTRY HQ	HQ REGION
212	Bank J. Safra Sarasin (QFC) LLC	Bank	Switzerland	Europe
213	Kochery & Partners LLP	Legal Services	India	Asia Pacific
214	Cielo (QFC) LLC	Professional Services	USA	North America
215	F3 Holding LLC	Holding Company	Qatar	Qatar
216	FACT Middle East LLC	Consultancy Services	Switzerland	Europe
217	Baker Tilly JFC LLC	Professional Services	USA	North America
218	QFB LT Care LLC	SPV	Qatar	Qatar
219	Investcorp Investments LLC	Asset Management	Bahrain	MENA
220	Global Career Consultancy LLC	Professional Services	Qatar	Qatar
221	Bennett Jones (Gulf) LLP	Legal Services	Canada	North America
222	Oxford Strategic Consulting GCC LLC	Consultancy Services	UK	Europe
223	Crescent Wealth LLC	Non-regulated (Other)	Qatar	Qatar
224	ADA International LLC	Consultancy Services	USA	North America
225	Aqua GCC LLC	Non-regulated (Other)	Jersey	Europe
226	RICS International Ltd	Non-regulated (Other)	UK	Europe
227	Avaya Nederland B.V.	Professional Services	Netherlands	Europe
228	IDI LLC	Consultancy Services	Ireland	Europe
229	Pangulf Consultancy Services	Consultancy Services	India	Asia Pacific
230	CEM Business Solutions LLC	Professional Services	USA	North America
231	AIANA Holdings LLC	Holding Company	Qatar	Qatar
232	QInvest Canyon LLC	Holding Company	Qatar	Qatar
233	Al Mesned International Holding LLC	Holding Company	Qatar	Qatar
234	Research Triangle Institute	Consultancy Services	USA	North America
235	International Law Chambers LLC	Legal Services	Qatar	Qatar
236	Bain & Company Middle East, Inc.	Consultancy Services	USA	North America
237	AIANA Hotels & Resorts LLC	Professional Services	Qatar	Qatar
238	Enterprise Ireland QFC Branch	Consultancy Services	Ireland	Europe
239	Thomas Bell-Wright International Consultants (QFC Branch)	Professional Services	British Virgin Islands	Europe
240	Protech Solutions LLC	Professional Services	Qatar	Qatar
241	Hanwha Techwin QFC Branch	Consultancy Services	South Korea	Asia Pacific
242	Crescent Investments LLC	SPV	Qatar	Qatar
243	Wasserman Middle East LLC	Professional Services	USA	North America
244	Oracle (QFC) Systems LLC	Professional Services	USA	North America
245	QInvest Terabyte LLC	Holding Company	Qatar	Qatar
246	ASTAD International LLC	Professional Services	Qatar	Qatar

LICENCE #	COMPANY NAME	COMPANY TYPE	COUNTRY HQ	HQ REGION
247	QInvest Charger LLC	Holding Company	Qatar	Qatar
248	FansWorld12 LLC	Professional Services	Argentina	South America
249	QInvest Euro PE QFC	Holding Company	Qatar	Qatar
250	Alfardan Corporation LLC	Holding Company	Qatar	Qatar
251	Dentsu Aegis Network Doha LLC	Professional Services	UK	Europe
252	QInvest Rio LLC	Holding Company	Qatar	Qatar
253	ICTSI QFC LLC	SPV	Philippines	Asia Pacific
254	Sharq Capital Investment LLC	Holding Company	Qatar	Qatar
255	QH RE Asset Company LLC	Holding Company	Qatar	Qatar
256	Astaldi S.P.A. (QFC Branch)	Management Office	Italy	Europe
257	QInvest Poultry LLC	Holding Company	Qatar	Qatar
258	Merrill Lynch International – QFC Branch	Investment Bank	USA	North America
259	Tadween QFC Branch	Professional Services	Bahrain	MENA
260	Al Sawari International for Investment LLC	Holding Company	Qatar	Qatar
261	Al Sawari India	Holding Company	Qatar	Qatar
262	ME Engineers LLC	Professional Services	USA	North America
263	Grant Thornton Advisory Services QFC Branch	Consultancy Services	UK	Europe
264	Sia Partners LLC	Consultancy Services	France	Europe
265	AveQ LLC	Consultancy Services	Qatar	Qatar
266	Qatar Reinsurance Services LLC	Management Office	Qatar	Qatar
267	Levtech Consulting LLC	Professional Services	UAE	MENA
268	Al Sawari Algerie LLC	Holding Company	Qatar	Qatar
269	Rubix Holding LLC	Holding Company	Qatar	Qatar
270	QSMA1 LLC	Holding Company	Qatar	Qatar
271	Injazat Data Systems (QFC Branch)	Professional Services	UAE	MENA
272	Belgian Business Club	Professional Services	Belgium	Europe
273	Philips Lighting Export BV – QFC Branch	Professional Services	Netherlands	Europe
274	Philips Electronics Middle East & Africa BV – QFC Branch	Professional Services	Netherlands	Europe
275	NLG Limited (QFC Branch)	Legal Services	UK	Europe
276	DBCQ LLC(G)	Professional Services	Netherlands	Europe
277	DuPont QFC LLC	Consultancy Services	France	Europe
278	QInvest REFin LLC	Holding Company	Qatar	Qatar
279	Al Baraka Holding LLC	Holding Company	Qatar	Qatar
280	RDK LLC	Professional Services	France	Europe

EVENT TIMELINE

2015 was an exceptional year for the QFC. With the pressures of substantially reduced oil and gas prices and the resultant impact on the fiscal budget, the development of Qatar's private and non-hydrocarbon sectors is more of a priority than ever. The organisation continued to focus on expanding its international reach to support the government's diversification efforts. Representatives attended, sponsored and spoke at events across various sectors in the Middle East, Asia, Africa and North America, spreading the word on Qatar's growing opportunities and available routes to establishing a business presence in Qatar.

JANUARY

International Financial Centres Global Series – Singapore

8th Asian Financial Forum – Hong Kong

FEBRUARY

11th Annual Edition of the Middle East Insurance Forum – Manama

Global Law Summit – London

MARCH

Luxembourg for Finance – Doha

MultaQa Risk and Insurance Forum – Doha

Launch of 2015 MENA Insurance Barometer – Doha

Art for Tomorrow – Doha

4th Emerging and Frontier Summit – Doha

QFC 5-a-side Football Tournament – Doha

APRIL

Introduction to Marketing for Qatar Central Bank Interns – Doha

13th Networking Event for Business and Financial Professionals – Doha

14th SportAccord Convention – Sochi

19th Commonwealth Law Conference – Glasgow

2nd Asia Pacific Regional Conference – Singapore

MAY

5th Going Global Conference – London

10th IFN Forum Asia – Kuala Lumpur

10th Euromoney Saudi Arabia Conference – Riyadh

25th Inter-Pacific Bar Association – Hong Kong

26th Annual Conference on the Globalisation of Investment Funds and Mutual Funds – Paris

JUNE

6th Bonds, Loans and Sukuk Conference – Dubai

9th World Chambers Congress – Torino

18th Arab-German Business Forum – Berlin

26th FundForum International – Monaco

JULY

QFC Annual Suhoor – Doha

AUGUST

69th Annual Congress of the International Fiscal Association – Basel

SEPTEMBER

2nd Foreign Direct Investment fDi Forum 2015 – London

14th World Free Zone Convention – Washington, D.C.

Launch of 2015 MENA Reinsurance Barometer – Doha

Les Rendez-vous de Septembre – Monaco

OCTOBER

2nd High-Tech Port Fair and 19th International Business Forum – Doha

2nd Middle East Insurance Review Awards – Dubai

5th Innovation for Financial Services – Singapore

8th Sport Business Summit – London

9th International Bar Association (IBA) Annual Conference – Vienna

11th Back 2 Business – Doha

14th Networking Event for Business and Financial Professionals – Doha

15th World Export Development Forum – Doha

Annual Meeting of the World Bank Group and International Monetary Fund – Lima

30th ABANA Dinner: A Celebration of Women in Finance and Investment – New York

QFC 5-a-side Football Tournament – Doha

NOVEMBER

6th Annual MENA Tax Forum – Doha

11th World Islamic Economic Forum – Kuala Lumpur

12th World Business Forum – New York

CEO Roundtable on Islamic Finance – Doha

DECEMBER

QFC Interns Celebration – Doha

4th Euromoney Qatar Conference – Doha

Made in China Exhibition – Doha

QATAR FINANCE AND BUSINESS ACADEMY

Since its inception, the QFC has recognised that a knowledge-based economy is the foundation on which long-term stability is built and sustained. With this in mind, the Qatar Finance and Business Academy (QFBA) was established in 2009 as part of the QFC's endeavours to promote training and development, and boost financial skills among financial professionals.

The QFBA is the only institution in Qatar specialised in providing innovative, world-class training and development services for the financial sector in Qatar. It works in cooperation with international universities and accreditation agencies to provide globally recognised training courses and certificates.

In 2015, the QFBA offered 320 programmes, covering 1,320 cumulative days, which were attended by more than 3,200 professionals. Compared to 2014, the number of programmes increased by 73.

KAWADER

To further support their long-term vision, the QFBA launched Kawader, an initiative aimed at encouraging Qatari youths to pursue careers in the financial industry by empowering them through teaching best practices and globally recognised standards.

The Kawader selection process yields 15 to 25 candidates yearly in Qatar. As an internationally recognised initiative, the five-month long development programme provides exposure to leading industry experts, who conduct business in a unique economic environment.

The Kawader programme is aimed at growing Qatar's human capital to match the development seen in the country's financial sector over the past decade. With this goal in mind, the QFBA encourages collaboration between industry and academia, and has enabled several Kawader alumni to find roles in major Q-companies.

QATAR INSTITUTE FOR PUBLIC FINANCE

In 2015, in collaboration with the Ministry of Finance and the Organisation for Economic Co-operation and Development (OECD), QFBA established the Qatar Institute for Public Finance (QIPF). The QIPF serves as the central education and policy enhancement hub for efficient and effective public financial management across the MENA region. The institute is a region-wide initiative aimed at tackling knowledge gaps and sharing expertise and best practice in the public finance field. Offering research and consultancy, the QIPF builds capacity and raises awareness around efficient and effective use of government funds.

KAFA'A

Under the guidance and supervision of Qatar Central Bank, Qatar Financial Markets Authority and the QFC Regulatory Authority, the QFBA developed Kafa'a. The programme is focused on strengthening the competence, training and continuing professional development of all key personnel in the financial services industry in Qatar.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

The QFC is committed to supporting the nation's economic diversification by contributing to the growth of the private sector and investing in society-focused programmes.

Currently, the QFC's CSR portfolio is threefold: youth (Best Buddies Qatar), community (QFC 5-a-side Football Tournament, networking events), and education and training (Kawader, internships and other initiatives).

BEST BUDDIES QATAR

Best Buddies Qatar is a non-profit organisation dedicated to establishing a global volunteer movement that creates opportunities for one-to-one friendships, integrated employment and leadership development for people with intellectual and developmental disabilities (IDDs). Qatar is one of 50 countries around the world committed to the movement, which positively impacts nearly 900,000 individuals worldwide.

As the QFC facilitates the success of its firms, Best Buddies Qatar facilitates the success of people with IDDs. It is fitting, therefore, that Best Buddies Qatar has become one of the QFC's most important CSR initiatives. The QFC recognises the importance of its ability to help people with IDDs secure jobs, develop into inspirational leaders, and make lifelong friendships with QFC employees and firms.

The QFC developed an impactful film highlighting the pivotal role played by Best Buddies in Qatar. The video premiered at the QFC's Annual Suhoor in July 2015, where Qatar's business community witnessed first-hand the efforts made to raise awareness of this worthwhile cause. In addition, the film was screened in cinemas throughout Qatar to promote the cause and the organisation.

Best Buddies Qatar also held workshops for QFC employees to highlight the numerous volunteering opportunities that are available through the initiative.

As a token of gratitude, Best Buddies Qatar provided the QFC with a certificate of appreciation.

QFC 5-A-SIDE FOOTBALL TOURNAMENT

Over the past 10 years, the QFC has been involved in a wide range of educational, social, cultural and sporting activities with the aim of engaging employees, QFC firms and the wider Qatari community.

Uniquely, these CSR initiatives have included a successful football league for QFC firms, which provide them with the opportunity to network and socialise outside the work environment.

Following the success of the second 5-a-side tournament, which was held in March 2015 and gathered over 200 players, the QFC organised a third competition in October. For the first time, it included non-QFC firms in an effort to continue the development of new business relationships and provide the QFC community with further networking opportunities.

OUR PEOPLE

BOARD OF DIRECTORS

HE ALI SHAREEF AL-EMADI
Chairman and Minister of Finance

HE SHEIKH AHMED BIN JASSEM AL-THANI
Deputy Chairman and Minister of Economy and Commerce

RASHID AL-MANSOORI
Member

AHMAD ABDULLA AHMAD JASSIM AL-JAMAL
Member

DR ARNAB BANERJI
Member

BOB WIGLEY
Member

YOUSUF MOHAMED AL-JAIDA
Member and Chief Executive Officer
from June 2015

JACQUES AIGRAIN
Member until October 2015

DAVID DHANOO
Board Secretary until July 2015

NASSER AL-TAWEEL
Board Secretary

MANAGEMENT TEAM

YOUSUF MOHAMED AL-JAIDA
Board Member and
Chief Executive Officer

Yousuf Mohamed Al-Jaida was appointed Chief Executive Officer of the QFC Authority in June 2015. He previously held the roles of Deputy Chief Executive Officer and Chief Strategy and Business Development Officer at the QFC Authority where he was responsible for the overall strategic development of the organisation.

Yousuf has a strong financial background with experience across a variety of roles. Prior to joining the QFC, he was Head of Indirect Investment at the Qatar General Retirement and Pension Authority, which included overseeing the management of hedge fund, private equity, real estate, fixed income and equity portfolio investments. His previous experiences include engineering project work for Qatar Petroleum and Dolphin Energy and managing various real-estate projects in Qatar.

Yousuf represents the QFC Authority on the boards of the Qatar Exchange, the Qatar Finance and Business Academy and the Financial Markets Development Committee. He also sits on the Advisory Council of Qatar University's College of Business & Economics. He has previously sat on the boards of Nakilat QSC and the US$1 billion strategic investment fund of Unicorn Investment Bank, as well as serving as Vice Chairman of Mayadeen Real Estate Company KSCC. He graduated from the University of Arizona, USA.

SHEIKH SALMAN AL-THANI
Chief Strategy and Business Development Officer

Sheikh Salman bin Hassan Al-Thani is the QFC Authority's Chief Strategy and Business Development Officer. Prior to his appointment, he was Chief Financial Officer and Director of Tax, where he brought substantial financial and risk management experience to the organisation.

Sheikh Salman began his career in the project finance department at Qatar Petroleum (QP) and was primarily responsible for securing financing for QP joint ventures and its subsidiaries, as well as the refinancing of existing upstream and downstream projects.

He then joined Qatar Central Bank as Head of Systemic Risk division in the newly-formed Risk Management department before being promoted to Director of Risk Management. Sheikh Salman was also a member of the Investment Committee of Qatar Central Bank where he led various projects.

He earned his bachelor's degree in Banking and Financial Studies from Qatar University, College of Business and Economics.

NASSER AL-TAWEEL
Chief Legal Officer and Board Secretary

Nasser Al-Taweel, the QFC Authority's Chief Legal Officer, has extensive experience in both Qatari law and English law. He was one of the first Qataris to qualify as Solicitor in the Senior Courts of England and Wales.

In his current role, he manages and works on various matters, including ensuring that the QFC adopts and adheres to best internationally accepted practices in governance compliance.

He is a lead in supporting the vision of the QFC as a regulator and platform for conducting business. As a major task, Nasser was involved in drafting and updating the new QFC Law.

He holds a bachelor's degree in Law from the University of Leeds, England, where he graduated with a 2:1 First Degree Honours, and a postgraduate diploma in Legal Practice from The University of Law, England, where he graduated with distinction.

MANAGEMENT TEAM

RAED AL-EMADI
Chief Commercial Officer

Raed Al-Emadi joined the QFC Authority as the Chief Commercial Officer, leading the Licensing, Companies Registration Office and Client Affairs divisions.

Prior to joining QFC, Raed served as Silatech's Deputy CEO and Chief Operations Officer. Raed also served in many prominent organisations within Qatar such as Qatar Petroleum, Qatar Foundation and Barwa Real Estate. He has been involved with projects in the hydrocarbon and the real estate development industries both in Qatar and internationally. Throughout his career, he has been entrusted with many critical roles, including the role of Chief Operations Engineer at Qatar Science & Technology Park (QSTP), handling clients such as Shell, Rolls-Royce, Microsoft, ExxonMobil and General Electric, among others.

Committed to entrepreneurship, Raed has assisted in the establishment of the Bedaya Center and the Qatar Business Incubation Center, where he continues to serve as a Board Member.

Raed graduated from McNeese State University (Louisiana, USA) with a Bachelor of Science in Mechanical Engineering and a minor in Mathematics.

HAMED AL-SAADI
Chief Financial and Tax Officer

Hamed Al-Saadi joined the QFC Authority as Chief Financial and Tax Officer in August 2015.

Hamed assumes a strategic role in the overall management of the QFC, from financial planning through to execution of the QFC's financial activities, while adhering to the QFC's values of transparency, efficiency and integrity.

He has 15 years of accounting and financial management experience at RasGas, where he held a number of high-profile appointments, including General Accounting Manager.

Hamed holds a bachelor's degree in Accounting from Qatar University, and an Executive MBA from the University of Plymouth, UK. He also has specific expertise in audit, project management and executive leadership.

FAHAD ISMAIL H M ZAINAL
Chief Administration Officer

Fahad Ismail H M Zainal joined the QFC Authority in 2011 as Chief Administration Officer.

He has a strong background in administration, human resources and information technology, and has held a number of previous leadership and executive positions, both at Qatar Project Management (QPM) and at Qatar Petrochemicals (QAPCO).

Fahad spent more than a decade working for QAPCO, overseeing human resources, information technology, procurement and general services.

He earned a Master of Business Administration (MBA) from the University of Leicester, UK and a Bachelor of Electrical Engineering from Beaumont University, U.S.

Fahad currently sits on several Advisory Committees for governmental and educational institutions.

DAVID PHIPPS
Director of Audit and Financial Risk

David Phipps joined the QFC Authority in August 2012 as Director of Audit and Financial Risk. He is a certified internal auditor and a practitioner member of the Institute of Internal Auditors in the UK and Ireland.

Prior to joining the QFC Authority, David spent seven years as an Executive Director for Ernst & Young's New Zealand advisory services practice, specialising in risk management, internal audit and consulting services.

He also has 15 years of experience working in the UK for Hartwell Plc as Head of Risk and Internal Audit, and several accounting services firms.

David holds a master's degree in Audit Management and Consultancy.

LOOKING FORWARD TO 2016

As the QFC celebrates its 10-year milestone, it will continue to seek new ways in which to contribute to the growth of Qatar's business community. This remains an important part of the organisation's strategy to facilitate and sustain the success of Qatar and the wider region by developing local and regional markets, and strengthening the links between the local economy and the global financial sector.

Whilst the recent decline in oil prices poses a new challenge to Qatar and the region, the local non-hydrocarbon sector is expanding rapidly, spurred by substantial investment spending and a rising population that has now crossed 2.5 million.

As the country's private sector, which is the key to economic diversification, continues to mature, the QFC's client base is also increasing substantially, with a record number of firms being licensed in 2015. This positive trend will remain a focus in 2016 and maintaining the momentum will remain a goal.

The QFC has recently been working with the Ministry of Finance, the Regulatory Authority, the Qatar International Court and Dispute Resolution Centre, and Qatar Central Bank to strengthen its legal framework and enhance the benefits of operating from its platform.

In addition, close collaboration with the Supreme Council of the Judiciary, the Ministry of Finance, the Qatar Central Bank and the Qatar Financial Markets Authority has resulted in a jointly agreed way forward that expands and affirms the QFC platform. The QFC way forward envisions easier access to Qatar's local financial infrastructure, increased market access via the new Qatar State Tender Law, clarity of the status of QFC firms and Qatar International Court and Dispute Resolution Centre, and includes various initiatives which aim to enable QFC firms to be listed on Qatar's Stock Exchange.

This comes in light of a recent alteration to the QFC Companies Regulations and Rules in an effort to further diversify its platform to welcome Companies Limited by Guarantee (LLC(G)), which will enable structures such as business councils and professional organisations to set up in Qatar's rapidly growing and diversifying economy.

Moving forward, the QFC will continue to participate in, and sponsor, local and international conferences, summits, networking events, exhibitions and more, in order to highlight Qatar's growing business opportunities and the various ways of establishing and running businesses on the peninsula. The QFC's success in this regard will further cement its position as a long-term catalyst of growth and sustainable progress in Qatar. Having celebrated a decade of facilitating success, 2016 will see the QFC build on its economic and legislative foundations to further expand the platform.

For more information about
the QFC, please visit qfc.qa

QFC Authority
QFC Tower 1, West Bay
PO Box: 23245, Doha
Qatar

Telephone: +974 4496 7777
Fax: +974 4496 7676
Email: contact@qfc.qa

qfc.qa
@QFCAuthority
#Facilitatingsuccess