

ANNUAL REVIEW 2016

QATAR FINANCIAL CENTRE



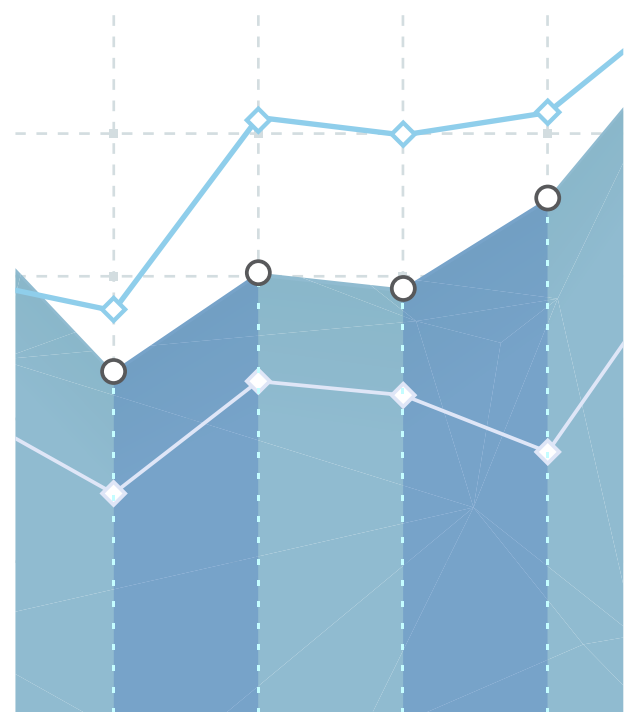
مركز قطر للمال
QATAR FINANCIAL CENTRE

WE MEAN BUSINESS

BIGGER. BOLDER. STRONGER



THE ROAD TO 2022



NEW FIRMS

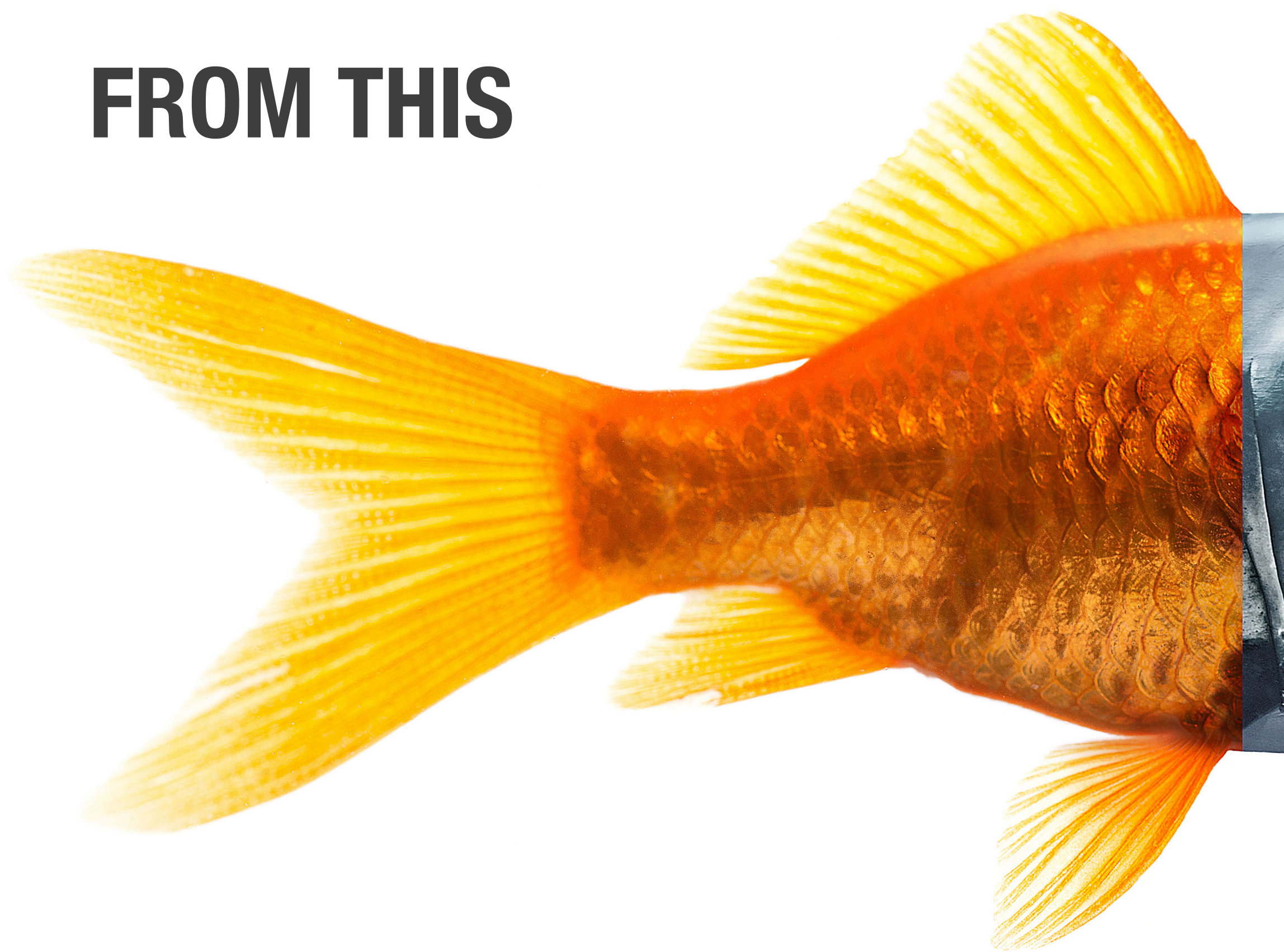
NEW HEIGHTS WERE REACHED
NEW REGIONAL STANDARDS SET

2016

CSR & SOCIAL INVESTMENT

OUR FORWARD-THINKING AND
INNOVATIVE CSR STRATEGY ENABLED
US TO YET AGAIN LEAVE A POSITIVE
IMPACT ON THE SOCIETY

FROM THIS





TO THIS

OUR WORLD CLASS LEGAL
AND TAX ENVIRONMENT
GIVES YOUR BUSINESS
BIGGER OPPORTUNITIES

WE MEAN BUSINESS



مركز قطر للمال
QATAR FINANCIAL CENTRE

WELCOME MESSAGES



H.E ALI SHAREEF AL-EMADI CHAIRMAN AND MINISTER OF FINANCE

I am pleased to report that Qatar Financial Centre continues to flourish as a world-class financial centre and to contribute to the diversification of Qatar's economy. There are now well over 300 firms registered in QFC spanning a wide range of sectors with around QR75 billion in assets. The QFC ranks 3rd in the Global Financial Centres Index for the Middle East and Africa region, and hosts the only remnimbi clearing centre in the region, facilitating trade and investment flows with China.

The past year has been one of growth and consolidation. A further 68 firms registered in QFC across a range of sectors such as finance and professional services. QFC also hosts the headquarters for Ocean LNG, the new international LNG trading company launched by Qatar Petroleum and ExxonMobil. An important milestone during 2016 was when Qatar First Bank became the first QFC firm to list on Qatar Stock Exchange, and I hope to

see more follow. Meanwhile, QFC's management has been engaged in communicating its benefits to potential member firms, with important initiatives during 2016 including a roadshow to Japan and India, as well as locally hosted events on topics such as reinsurance and arbitration. QFC has continued to develop its capabilities to serve member firms, including the formation of an economics department. 2017 is set to be a year of change, as the QFC relocates to the newly redeveloped business district in Msheireb. This is a modern and walkable downtown environment that should improve the quality of working life for staff and facilitate interaction between QFC licensed firms and with other businesses. I congratulate everyone at QFC on their achievements during 2016, under the leadership of CEO Yousuf Mohamed Al-Jaida, and look forward to a productive 2017.



YOUSUF MOHAMED AL-JAIDA CHIEF EXECUTIVE OFFICER AND BOARD MEMBER

Welcome to the QFC Authority's 2016 Annual Review.

The publication of a company's Annual Review is an opportunity for reflection, not only by looking back on our achievements of the past year, but also to focus our thoughts on our aspirations for the future and the path that lies ahead.

One of our proudest achievements came when we announced our partnership with Msheireb Properties and the QFC's move to the new financial city within Msheireb Downtown Doha. In a regional first, this new 31 hectare site will be open to all businesses, local and international, and will not be exclusively restricted to QFC licensed firms, thus it will further enhance QFC's unique status as an onshore financial hub. Significantly, Qatar First Bank, became the first listing on the Qatar Stock Exchange of a Qatari entity licensed by the QFC, and the first listing for a private entity in six years. I am confident that this milestone will signal the way for other QFC firms to be listed.

The QFC excels in providing the support for its firms to succeed and for our business community, and indeed the private sector as a whole to thrive. This achievement is also a clear and tangible evidence that QFC is an ideal platform, not only for international companies who want to expand their business activities

to Qatar, the Middle East, Africa and South Asia region, but also for local businesses to expand regionally and internationally.

In an effort to further support our firms and promote streamlined processes, we also launched a state-of-the-art user-friendly mobile application for our clients and interested stakeholders. Shortly after, we launched our redesigned website.

2016 was indeed marked by significant successes and saw the QFC and its firms reach new heights. Our two brand ambassadors, Qatari professional show jumper Maryam Mubarak Al-Ali and young sign language interpreter, Njoud Al-Kubaisi, were our first female brand ambassadors. Their accomplishments aptly demonstrate how much you can achieve, even at a young age, if you have a good team, are dedicated and believe in yourself; a reflection of QFC's belief that great success comes from great support.

As I reflect on the year that has passed, I look back with immense pride at everything our QFC team has accomplished; and as I look forward to what 2017 holds, I do so with confidence that we will continue in our mission to develop the private sector in Qatar, and establish Doha as a leading business hub.

AN OVERVIEW

Since its establishment in 2005, the QFC continues to be a key component in growing the nation's economy. Through its platform, local and international firms alike are able to expand not only to Qatar but to the region as a whole.

THE QFC WORKS IN THE BEST INTEREST OF QATAR AND ITS PEOPLE BY:

- 

Facilitating growth and diversifying the economy
- 

Encouraging a broad range of financial and non-financial services firms to be incorporated/registered and licensed
- 

Fostering a business-friendly environment
- 

Providing a world-class legal regime supported by an independent judiciary and dispute resolution centre
- 

Providing world-class legal, regulatory, tax and business infrastructure
- 

Empowering talented young Qataris to become future business leaders

QFC FIRMS BENEFIT FROM:

- 

Foreign ownership
- 

Legal and judicial framework based on English common law
- 

Repatriation of profits and capital
- 

Independent court, regulatory tribunal and dispute resolution centre
- 

Corporate tax on locally-sourced profits
- 

No restrictions on the currency used for trading
- 

Access to Qatar's extensive double-taxation agreements network
- 

Quick and easy set-up process





VISION

**TO TRANSFORM DOHA
INTO A LEADING
GLOBAL FINANCIAL AND
COMMERCIAL CAPITAL**

MISSION

**TO DRIVE ECONOMIC
DEVELOPMENT AND
DIVERSIFICATION BY
PROVIDING A WORLD-
CLASS COMMERCIAL,
LEGAL AND REGULATORY
ENVIRONMENT**



TEAM
WORK

EXCELLENCE

TEAM
WORK

CUSTOMER
FOCUS

TRANSPARENCY

QFC CORPORATE VALUES

- TRANSPARENCY
- EXCELLENCE
- CUSTOMER FOCUS
- TEAMWORK

TRANSPARENCY

EXCELLENCE

**CUSTOMER
FOCUS**

**TEAM
WORK**

OUR PEOPLE: BOARD OF DIRECTORS



H.E ALI SHAREEF AL EMADI
CHAIRMAN - MINISTER OF FINANCE



H.E SHEIKH AHMED BIN JASSIM AL THANI
DEPUTY CHAIRMAN - MINISTER OF ECONOMY
AND COMMERCE



RASHID ALI AL-MANSOORI
BOARD MEMBER



AHMAD ABDULLA AHMAD JASSIM AL-JAMAL
BOARD MEMBER



DR ARNAB BANERJI
BOARD MEMBER



BOB WIGLEY
BOARD MEMBER



YOUSUF MOHAMED AL-JAIDA
CHIEF EXECUTIVE OFFICER AND BOARD
MEMBER



NASSER AL-TAWEEL
CHIEF LEGAL OFFICER AND BOARD SECRETARY

FROM THIS



TO THIS

DOING BUSINESS WITH US IN
QATAR IS MORE ATTRACTIVE
WITH 100% FOREIGN
OWNERSHIP

WE MEAN BUSINESS



مركز قطر للمال
QATAR FINANCIAL CENTRE

MANAGEMENT TEAM



YOUSUF MOHAMED AL-JAIDA
CHIEF EXECUTIVE OFFICER
AND BOARD MEMBER

Yousuf Mohamed Al-Jaida was appointed Chief Executive Officer in June 2015. He previously held the role of Deputy Chief Executive Officer and Chief Strategy and Business Development Officer where he was responsible for the overall strategic development. Yousuf has a strong financial background with experience across a variety of roles. Prior to joining the QFC Authority, 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. He 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.



KAMAL NAJI
CHIEF STRATEGY
AND BUSINESS
DEVELOPMENT
OFFICER

Kamal began his career at Royal Dutch Shell where he held several positions in The Netherlands, Japan and Qatar. He led and managed two construction areas of the Pearl Gas-to-Liquids project worth US\$ 300 million. Prior to joining the QFC Authority, Kamal served as Director of the Foreign Real Estate Portfolio at Qatar Central Bank (QCB), where he managed the international real estate portfolio and was responsible for overseeing

QCB's property management company and new developments in London, as well as analysing potential investment opportunities. He also held a variety of other responsibilities, including chairing the QCB Strategy Committee. Kamal earned his Master of Engineering degree with Honours from Imperial College in London and his MBA from Stanford University in the USA.



NASSER AL-TAWEEL
CHIEF LEGAL OFFICER
AND BOARD
SECRETARY

Nasser has extensive experience of both Qatari law and English law, and was one of the first Qataris to qualify as a solicitor in the Senior Courts of England and Wales. In his current role as Chief Legal Officer, Nasser heads a department of lawyers from various countries with extensive backgrounds. 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, and overseeing the drafting and updating the new QFC Law. Prior to joining the QFC Authority, Nasser worked as a Legal Counsel for Royal Dutch Shell in various locations, including London and The Hague. As well as advising and supporting Qatar Shell during the implementation of the new tax law in Qatar, he ensured compliance with

the various laws of Qatar including the Qatari Commercial Companies Law, Commercial Law and the Labour Law, and the provisions of the concession agreements between Shell and the Government of Qatar. He also worked on mega transactions including mergers and acquisitions and LNG projects. As part of this role, he also liaised and interacted with various organisations including Qatar Petroleum, Qatar Foundation, QatarGas, Barwa Real Estate, and Qatar Science and Technology Park, and has handled stakeholder engagement and legal matters with various authorities, ministries and departments in Qatar. He holds a Bachelor's degree in Laws from the University of Leeds, (UK), where he graduated with a 2:1 First Degree Honours, and a postgraduate diploma in Legal Practice from the University of Law, where he graduated with distinction.



RAED AL-EMADI
CHIEF COMMERCIAL
OFFICER

Throughout his career, Raed worked within many prominent Qatari organisations 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. He has been entrusted with many critical roles, including 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 assisted in the establishment of the Bedaya Center and the Qatar Business Incubation Center, where he continues to serve as a board member. Prior to joining QFC, Raed served as Silatech's Deputy CEO and Chief Operations Officer. He graduated from McNeese State University (Louisiana, USA) with a Bachelor of Science in Mechanical Engineering and a minor in Mathematics.



**DR HAITHAM
MOHAMED
AL-SALAMA**
CHIEF ECONOMIC
ADVISOR

Dr Haitham has over 10 years of experience spanning the fields of policy and management within governmental and non-profit organisations. Prior to joining the QFC Authority, Dr Haitham held the position of Director of Science Policy and Management at Sidra Medical and Research Centre, a member of Qatar Foundation. He was a member of the Supreme Council of Health Ethics Committee, Carnegie Mellon University–Qatar Institutional Review Board and the Qatar Cancer Action Team of the Supreme Council of Health, among others. He is the proud recipient of Oxford University's Honourary Senior Research Fellowship, the

League of the Arab States' 25th Anniversary Distinguished Student Award, the Scientific Excellence Award in Physics from GCC and the Arab Thought Foundation Prize for Outstanding Talented Youth for being the youngest Arab and Muslim physician having graduated Medical School at 19 years old. He holds an MBA from Stanford University, USA, a Master of Arts in Education, as well as a certificate of Social Innovation and Public Management from Stanford University, a Master in Public Policy from Harvard University, USA, in International and Global Affairs and an MBBS from King Saud University.



HAMED ALI AL-SAADI
CHIEF FINANCIAL AND
TAX OFFICER

Hamed assumes a strategic role in the overall management of the QFC, from financial planning through to execution of QFC's financial activities, while adhering to the entity's values of transparency, efficiency and integrity. He has 18 years of accounting and financial management experience and has spent 10 years at RasGas, where he held a number of

high profile appointments, including General Accounting Manager. Hamed has a further 5 years of experience working at Qatar University. He 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.



YOUSEF FAKHROO
CHIEF MARKETING
AND CORPORATE
COMMUNICATIONS
OFFICER

Yousef is responsible for QFC's marketing and communications activities, including image and market development, digital marketing, social media, corporate and financial communications, media relations, brand management and advertising. Prior to this position, he was the Director of Marketing and Corporate Communications where he was responsible for the planning, development and implementation of all of the QFC's marketing strategies, marketing communications, and public relations activities, both externally and internally. Yousef has considerable experience in

representing major Qatari organisations at a strategic level across the communications spectrum. His previous roles include Global Communications Manager at Qatar Petroleum International where he was responsible for conveying the organisation's internal and external messaging. He also held key positions at RasGas, Vodafone Qatar and Qatar Foundation. Yousef holds a Masters in International Marketing Management from the University of Surrey in the UK.



**DARREN UCHE
CARPENTER**
DIRECTOR OF AUDIT
AND RISK

Darren has 16 years of internal and external audit experience across the financial services sectors in both the GCC and UK. Darren's prior role was in the UAE as Head of Audit – Wealth, Retail and Commercial Banking at the National Bank of Abu Dhabi, where he spent nearly 5 years developing and training a young team of nationals. Prior to moving to the GCC region, Darren was in London where he was a VP in the

Internal Audit department of the investment bank Credit Suisse, and an external auditor (focusing on the insurance market) at the Big 4 accounting firm Ernst & Young. He holds a Joint Hons. BSc Degree in Chemistry with Management from Imperial College London, and is also a Chartered Accountant.

23

DIFFERENT
NATIONALITIES



TOTAL NUMBER
OF DEPENDENTS &
FULL TIME EMPLOYEES

Non-Regulated

780



2.54k



Regulated

722



1.8k



- Total number of dependents
- Total number of full time employees

REACHING NEW HEIGHTS

2016 was a notable year for the QFC, during which new heights were reached and new regional standards set. From the announcement of the first QFC firm to be listed on the Qatar Stock Exchange to our highly anticipated

move to Msheireb Downtown Doha, Qatar and the Middle East's new financial city, 2016 has truly been a distinctive year, marked with unparalleled success.

REGION-WIDE

One of our most significant achievement in 2016 was the announcement of our move to Qatar's new financial city, and our partnership with Msheireb Properties, which further reinforces Doha's position as a leading business and financial capital, and endows it with enhanced international relevance.

Over the course of the next three years, our entities and firms will move to the Wall Street of the Middle East, located in Msheireb Downtown Doha. This new designation is testament to our growth and will allow for further collaborative opportunities among local and international firms.

BUSINESS

Our firms also reached new heights. Qatar First Bank, a boutique investment bank offering corporate & institutional banking, private banking & wealth management, treasury & investments, became the first QFC firm to be listed on the Qatar Stock Exchange, and the first listing for a private entity in 6 years. This milestone, we are confident, is only the first of many.

As part of our continued efforts to further support firms and streamline business processes, we also launched a user-friendly mobile application, QFC Client, offering firms access to our services including company registration, licensing and immigration, and providing relevant set-up information to prospective clients.

COMMUNITY

Throughout 2016, our efforts were not just limited to business accomplishments. On a community engagement front, we collaborated with the Qatar Finance and Business Academy (QFBA) to launch the region's first bespoke programme targeting hearing-impaired students. The programme highlighted our commitment to inclusion and accessibility in the private sector. Its successful rollout resulted in providing hearing-impaired students with the opportunity to have equal access to higher education, especially within the remit of business and

finance, to better equip them for life after graduation and to ease their transition to the workforce. During the 8-week bespoke course, students attended classes on business; personal planning; creative thinking; general management; social media marketing; career excellence; communication skills; and stress and time management. Students who completed the programme were presented with QFC and QFBA certificates at a special graduation ceremony.

BRAND

In further celebrations of the achievements of Qatar's youth and as part of our efforts to continue to increase awareness on hearing impairment, young sign language interpreter, Njoud Al-Kubaisi, became our first female brand

ambassador, followed by Qatari professional show jumper Maryam Mubarak Al-Ali. Both of these young women strongly demonstrated that success can be achieved with a combination of determination, talent and great support.

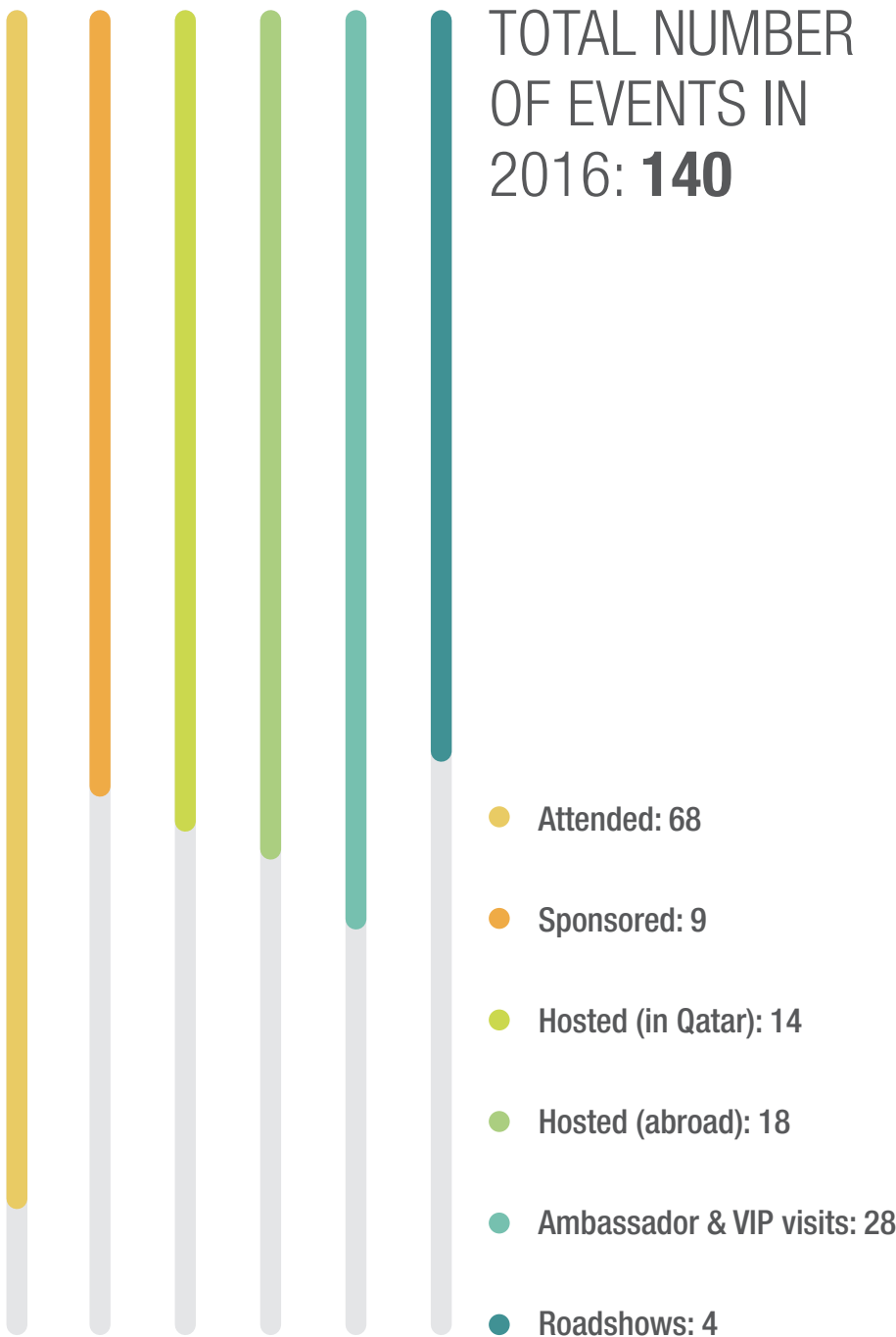


A DISTINCTIVE YEAR

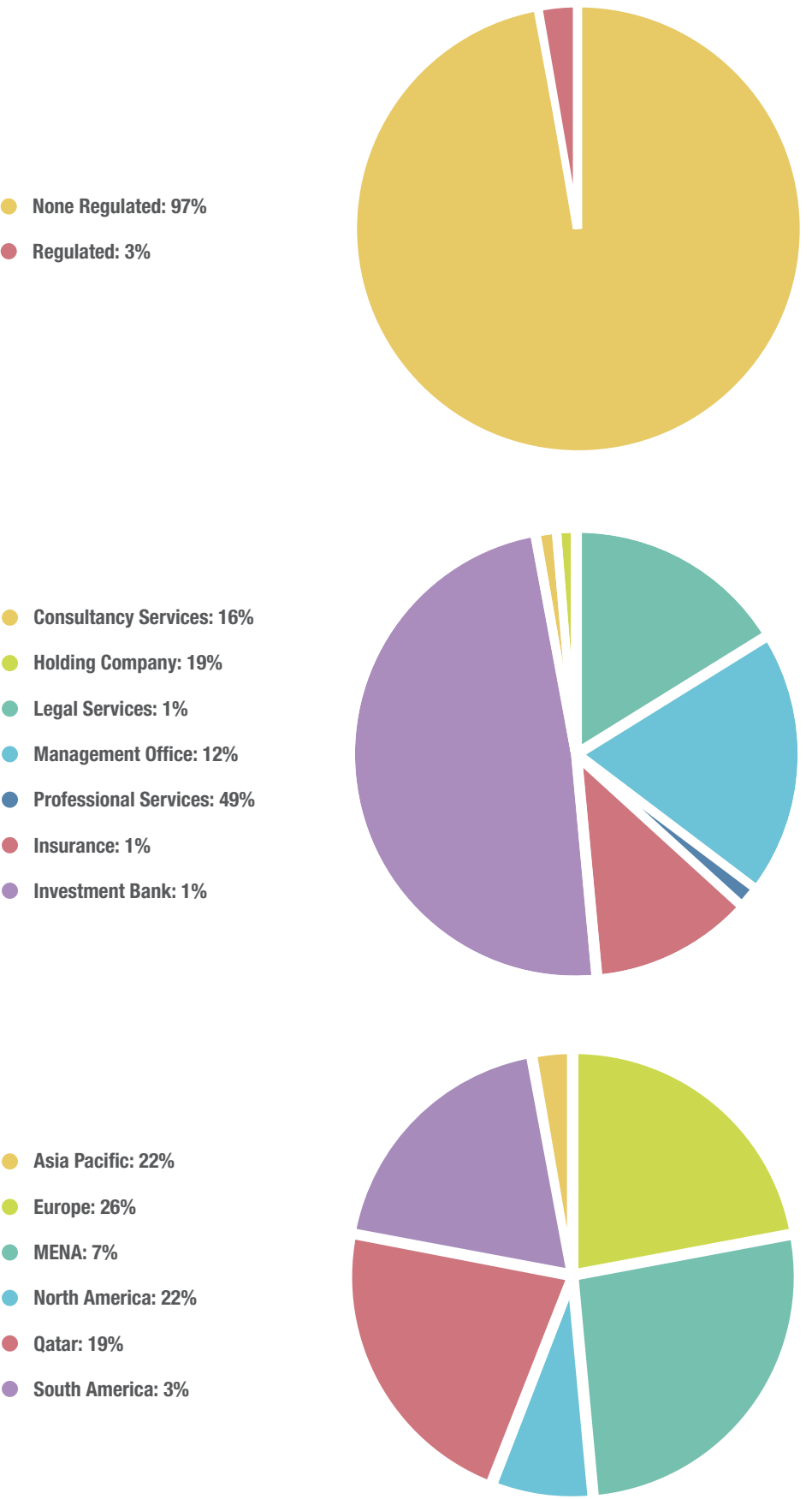
SPREADING THE WORD WORLDWIDE

As part of its efforts to promote the QFC's vision, the events team had a busy year hosting, sponsoring and attending functions locally and internationally. In 2016, we launched the Asia Roadshow, which included a series of roadshows in the UAE, India and Japan. In Japan and India, we met with prominent

investors to discuss investment prospects, and get them acquainted with the support we provide our firms to expand globally. The aim was to strengthen and further develop bilateral and economic relations between Qatar and the countries visited, and discuss opportunities to expand in the Middle East through the QFC platform.



NEW FIRMS



QFC WORD SEARCH

The objective of this puzzle is to find and mark all the words hidden inside the box. The words may be placed horizontally or vertically.

Find the words:
TRANSPARENCY - CUSTOMER FOCUS
TEAM WORK - EXCELLENCE - QATAR
FINANCIAL - CENTRE - QFC

P	J	D	C	K	Z	B	O	M	E	R	A	N	G	Y	O	U	R	E	Y
A	Y	Q	H	A	P	P	Y	N	E	J	L	P	M	E	S	S	I	X	A
N	X	A	L	O	W	F	I	N	A	N	C	I	A	L	A	X	U	C	M
Q	H	T	J	I	V	Y	T	E	A	L	I	T	R	O	H	S	M	E	U
W	K	A	K	W	U	A	Z	W	F	R	V	S	M	A	R	S	Y	L	Z
D	F	R	O	S	T	Y	M	T	L	M	W	I	L	V	O	X	G	L	V
G	K	A	W	J	T	R	A	N	S	P	A	R	E	N	C	Y	R	E	Y
F	Z	C	B	D	G	S	V	I	U	Q	V	P	H	I	R	C	F	N	D
J	D	R	F	E	A	J	F	Q	N	K	H	Z	D	K	M	U	W	C	L
K	H	P	C	U	S	T	O	M	E	R	E	Y	L	V	C	X	P	E	S
B	G	V	K	E	M	T	C	S	B	Y	H	K	U	L	E	M	W	A	U
L	D	F	J	V	P	D	U	Z	B	F	X	Q	I	S	N	B	F	P	M
I	Z	S	W	K	E	T	S	J	Z	G	U	O	S	C	T	Y	J	L	A
H	Q	C	G	R	I	O	U	N	D	O	M	B	U	I	R	Z	X	E	L
B	X	L	J	W	J	O	K	E	Z	N	O	P	V	H	E	D	U	X	Y
G	W	M	Q	F	C	G	P	I	T	U	X	V	E	R	Y	K	E	N	T
O	S	C	H	O	Q	L	R	U	L	F	S	D	T	E	A	M	O	J	E
X	A	J	P	K	N	C	F	H	X	P	B	Q	W	O	R	K	Y	Q	N
C	P	N	B	R	E	D	O	H	A	M	S	T	F	I	N	Z	V	S	T
Z	O	W	Y	Q	J	U	X	B	I	T	H	N	O	T	Q	V	R	U	M

LIST OF QFC FIRMS LICENSED IN 2016

QFC #	FIRM NAME
281	POPULOUS LTD (QFC BRANCH)
282	BCT QFC BRANCH
283	360 NAUTICA LLC
284	FUJIFILM QFC BRANCH
285	SWISS BUSINESS COUNCIL LLC(G)
286	SYNENSYS, LLC
287	COMPLEX PROGRAM GROUP (MIDDLE EAST) LLC
288	GNRI MANCO DOHA QFC BRANCH
289	VITO MIDDLE EAST LLC
290	QATAR 2022 LOCAL ORGANISING COMMITTEE LLC
291	C3 -EDENRED QFC BRANCH
292	CHILEAN CHAMBER OF COMMERCE & INDUSTRY LLC(G)
293	ALCHEMY CAPITAL LLC
294	EFFISIAN INTERNATIONAL LLC
295	CAMBRIDGE TRAINING & CONSULTANCY LLC
296	BPA WORLDWIDE LLC(G)
297	DOHA CHAPTER OF INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA LLC(G)
298	GLOBAL KNOWLEDGE - QFC BRANCH
299	GLOBE-TECH HOLDING LLC
300	SHARQ GLOBAL LAW FIRM LLP
301	INTESA SANPAOLO S.P.A - QFC BRANCH
302	INNOVATION CENTRE FOR EDUCATION (ICE) DOHA LLC(G)
303	SANADAT HOLDING LLC
304	UBER DOHA LLC
305	THE AUDIENCE MOTIVATION COMPANY ASIA (AMCASIA) LLC
306	HEALTH QUALITY IMPROVEMENT LLC
307	GINGER CAMEL LLC
308	FORTINET SECURITY LLC
309	THE INDUSTRY EMPORIUM QFC BRANCH
310	ENCRYPTICS DATA SECURITY LLC
311	INHABIT DOHA LLC
312	CAREEM NETWORKS LLC
313	OOREDOO GLOBAL SERVICES LLC- QFC BRANCH
314	THE PHYSICS SOCIETY LLC(G)
315	QUARK HOLDING LLC
316	SPARK HOLDING LLC
317	SEISMIC HOLDING LLC
318	FLARE HOLDING LLC
319	TETRA TECH INTERNATIONAL, INC.
320	PALLADIUM Q LIMITED LLC
321	SPANISH BUSINESS COUNCIL LLC(G)
322	PHILIPPINE BUSINESS COUNCIL LLC(G)
323	THE INSTITUTE OF INTERNAL AUDITORS DOHA CHAPTER LLC(G)
324	NIMAI MANAGEMENT CONSULTANTS LLC
325	ORIENTAL INSURANCE COMPANY QFC BRANCH
326	KAAR TECHNOLOGIES QFC LLC
327	CSA OCEAN SCIENCES (QFC) LLC
328	OCTAWARE GULF (QFC BRANCH)
329	OCEAN LNG LIMITED, QFC BRANCH OFFICE
330	HILL INTERNATIONAL CONSULTING (MIDDLE EAST) LIMITED
331	JAPANESE SOCIETY IN DOHA LLC(G)
332	THE BOSTON CONSULTING GROUP INTERNATIONAL INC. - QFC DOHA BRANCH
333	NETCRACKER TECHNOLOGY EMEA LIMITED - QFC BRANCH
334	FAIRFIELD (QFC) LLC
335	TECH MAHINDRA LIMITED - QFC BRANCH
336	KARCHER LLC
337	MJ INDUSTRIES HOLDING LLC
338	INTERGLOBE HOLDING LLC
339	AL DANA HOLDING LLC
340	GAA DOHA - QFC BRANCH
341	CFA SOCIETY DOHA LLC(G)
342	HARRIS SYSTEMS LIMITED - QATAR FINANCIAL CENTRE BRANCH
343	CROSSHAIR PROJECT MANAGEMENT GROUP LLC
344	SOSI MENA QFC LLC
345	DAVID ATKINS ENTERPRISES - QFC BRANCH
346	RF INVESTMENT COMPANY LLC
347	ZOMATO INTERNET LLC
348	RED ROCK INTERNATIONAL LLC

THE ONLINE DIALOGUE

2016 witnessed the QFC's biggest and most impressive year on the digital front. The year kicked off with the QFC advertising campaigns featuring world renowned NASA Astronaut Buzz Aldrin and Qatari Professional Show-Jumper Maryam Al-Ali that were featured across Sky News, Bloomberg and other international outlets.

Our Hearing Impaired Programme drove most of our digital content, the launch of the #signit campaign was met with praise and acclaim.

The campaign, promoting sign language awareness featuring Njoud Al-Kubaisi, quickly went viral and amassed over 1 million views on YouTube.

Throughout a busy 2016, we also updated our brand by introducing a refreshed logo and launched the new and improved QFC website featuring an optimised user interface and journey. These efforts led to an increase in top-mind awareness to 30% compared to 14% in 2015.

YOUTUBE



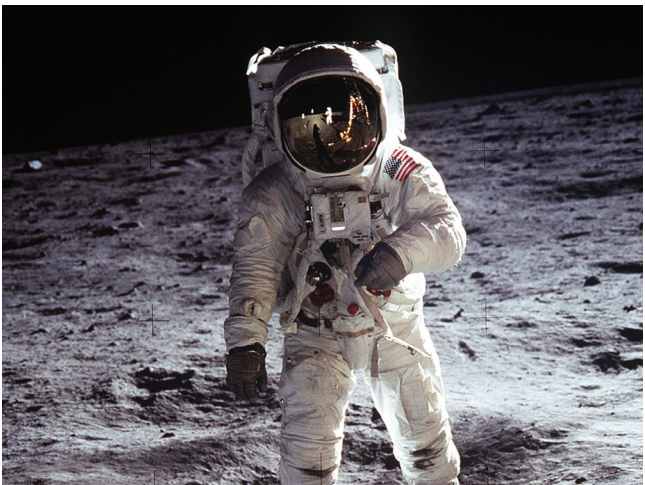
The Njoud #signit campaign views:

1,515,603



Maryam Al-Ali "Great Success Comes from Great Support" campaign views:

768,850



Buzz Aldrin "Great Success Comes from Great Support" campaign views:

1,239,456

INSTAGRAM

#signit campaign:
114,100
combined
views



2016 TOTAL
WEBSITE VISITORS:

268,690
users

(includes both new and returning users)

73.77% new visitors

26.23% returning visitors

OVERALL BRAND
CAMPAIGN DIGITAL
IMPRESSIONS

387,564,292



CSR & SOCIAL INVESTMENT

Our forward-thinking and innovative CSR strategy enabled us to yet again leave a positive impact on the society and enrich people's lives by supporting the right activities and events. CSR initiatives which support the private sector, both now and in the future, such as youth initiatives, workplace training programmes, skills sharing and knowledge creation are all pertinent to our ethos.

In line with the Human Development pillar of the Qatar National Vision 2030, we developed a comprehensive strategy to “equip Qatari children and youth with the skills and motivation to contribute to society.” As such, we successfully achieved our philanthropic goals. Our CSR strategy aimed to support three vital pillars: people with special needs, youth and education.



PEOPLE WITH SPECIAL NEEDS

1. HEARING IMPAIRED PROGRAMME

The Hearing-Impaired Programme gave us the opportunity to be a pioneer and thought-leader in tackling a community that has often been neglected in the region. In association with the QFBA, we developed a special programme to offer hearing impaired high school graduates tailored certified courses to prepare them for the workforce. This programme allowed us at the QFC and other entities around Qatar to benefit from a talent pool that was untouched. The theme and thought process behind the programme centred on “Give the hearing impaired community a voice – breaking down barriers for those living with hearing disabilities” and it was the first programme of its kind not only here in Qatar, but in the Middle East as a whole. Our CSR activities are largely focused on inclusion and accessibility and this programme presented the perfect opportunity to demonstrate the ability of people with

special needs to actively contribute to the achievement of the Qatar National Vision 2030 by continuing to support its main pillars, leading to the realisation of a well-found, safe and prosperous society. The programme aimed to:

- Provide a certified programme to graduates
- Teach new skills and concepts
- Enable graduates to integrate within the business community in Qatar

The programme was met with praise and acclaim by various media sources who acknowledged the QFC's efforts in providing equal opportunity and focusing on inclusion and accessibility. We are currently working with various organisations and entities in Qatar to ensure that graduates are recruited and benefit the local economy with their collective knowledge and experience.

2. BEST BUDDIES QATAR

Best Buddies Qatar launched a campaign “A Friend Indeed”. The campaign was built around an awareness film that depicts the organisation's mission to enhance life of people with intellectual and developmental disabilities. The campaign was made possible thanks to the support given by QFC, and was produced in association with The Film House Qatar

and Best Buddies Qatar. The basis of QFC supporting Best Buddies Qatar came from our belief that ‘Great success comes from great support’, which is a reflection of Best Buddies Qatar's mission to enable young people with intellectual and developmental disabilities to reach their full potential.



EDUCATION

1. QATAR UNIVERSITY (QU)

In another successful community engagement, QFC partnered with Qatar University (QU) and the Big 4 accounting and auditing firms to deliver a tax awareness session to QU students. For the first time, students in economics, accounting and finance had the opportunity to understand and discuss with international tax practitioners domestic and international ‘hot’ tax topics ranging from the very basic concept of taxation (rationale, types of taxes, economics of taxes, etc.) to the latest developments in the

region and the world (VAT, BEPS, Common Reporting Standard, etc.). More than 85% of the 400+ students who attended the 16 sessions of the programme (conducted in both Arabic and English languages) were satisfied. The programme, initiated and implemented under the leadership of QFC, was such a success that QU decided to officially include it in the curriculum of students in economics, accounting and finance as of spring 2017.



YOUTH

1. JOB SHADOWING

Our senior executives assisted young Qataris as part of the entity's job shadowing programme. QU students spent time with different departments, learning both the theory

and practical applications of business areas such as accounting, public relations and human resources.

2. INJAZ SPONSORSHIP

We continued to support INJAZ Qatar, a non-profit organisation which prepares and inspires youth to succeed in the global economy,

bridging the gap between student needs and those of the business community, by serving on their board and sponsoring them.

3. EMPOWER 2016

As part of the QFC's responsibility toward Qatar's youth, we sponsored Empower 2016; the first youth led conference focused on equipping young people in Qatar to take active

roles in building their communities and having a voice on global issues. As a Corporate Partner we provided knowledge, expertise and financial assistance.

4. YALLAX

YallaX is a group of young Qataris who are working to get youth active in creating positive social change. Their vision is towards a society where all individuals push themselves outside of their comfort zones for the greater good. Each year, they set on a new adventure

to raise money for a charitable cause. We supported them by building their corporate identity through our dedicated branding team and made financial contributions to ensure the success of their events.



THE QATAR FINANCE AND BUSINESS ACADEMY

Operating under the auspices of the QFC Authority, the Qatar Finance and Business Academy (QFBA) is a national learning and development organisation that delivers pragmatic and innovative education to the finance, government and business sectors in Qatar. It supports the development and enhancement of training & competency standards and designs learning around critical issues facing the organisation and industry within the national, regional and global context. With its Centres of Excellence, QFBA focuses on talent development and delivers specialised capacity-

building and competency development programmes. In 2016, the QFBA offered 317 programmes, covering 1147 cumulative days, which were attended by more than 5260 students. QFBA helps raise the bar for financial services industry standards and helps organisations and professionals achieve their learning and business objectives. QFBA aims to be the partner of choice for finance and business education in Qatar through its 7 centres of excellence.



Qatar Finance
and Business
Academy

LEADERSHIP

QFBA offers a variety of programme solutions catering to various levels in the organisation. For entry-mid level, QFBA can deliver programmes leading to Level2, Level3 Level4 and Level5 certifications. QFBA is an approved ILM centre, having several ILM accredited trainers. Targeting Senior Managers, QFBA has the unique Future CEO (FCEO) programme, offered in partnership with The CEO Institute based in Australia. It's a unique leadership development forum and a certification based programme designed for next-generation business leaders, it equips them with the right skills, knowledge

and network to confront challenges and manage growth. While providing a combination of facilitated and experiential learning, the FCEO programme gives its members the know-how to enhance their existing management and leadership skills and fast track their career potential. For mid to senior level professionals, QFBA also offers the Total Leadership Programme – focusing on 3 facets of leadership – Leading Self, Leading the team and leading the organisation.

COMPETENCY FRAMEWORK

Kafa'a is a comprehensive competency framework, developed by QFBA as per the mandate by Qatar's Financial Market Development Committee (FMDC). Kafa'a is a pioneering framework in Qatar that aims at clearly defining qualifications and competency requirements for selected key personnel in the financial services industry. It also serves in strengthening the level of competence, training

and Continuing Professional Development (CPD) across the state. Additionally, Kafa'a's mission is to provide improved governance that ensures effective oversight in the delivery of training, and to guarantee appropriate on-going assessment of competency. The Kafa'a framework is publicly available at kafa.com

PUBLIC FINANCE

In partnership with the Ministry of Finance (MoF) and the Organization for Economic Cooperation and Development (OECD), the QIPF assists MENA countries in developing sustainable and efficient public financial management

strategies, by conducting research, publishing policy papers, and hosting seminars in the region. It also delivers fiscal literacy workshops for financial professionals and awareness programmes for the general population in Qatar.

CUSTOMER ENGAGEMENT

The Code of Excellence provides solutions for achieving excellence in sales and customer service. It is a holistic approach that focuses on achieving practical results through focusing on people, in order to create a culture of excellence. Services include: customer experience solutions, benchmarking, customised training for staff and management, coaching and consulting.

Working with clients is more of a partnership where relationships are nurtured through continued support and development. The customer service excellence team consists of highly skilled professionals and partners with industry-specific experience who have gained a wide perspective through working in local and international markets and in a wide array of industries.

ISLAMIC FINANCE

QFBA has developed a bespoke training and certification framework for the Qatari Islamic Banking Sector, with qualifications aimed at entry, mid to advanced level. These

qualifications are endorsed and supported by the Qatari Islamic Finance sector and QFBA offers training towards each of these certifications to the Qatari market.

CYBER SECURITY

In partnership with Bournemouth University, QFBA offers a unique Cyber Security and Disaster Management programme based in Qatar. Each of the modules can be taken independently to achieve an Award, Certificate (3 modules) or Diploma (6 modules) and can

lead to a degree (6 modules + Dissertation) that is internationally recognised. QFBA also offers training towards several professional qualifications such as CISP, CISM, CEH, and GSEC among others.

TRAINING AND DEVELOPMENT (OPEN-PORTFOLIO PROGRAMMES & CUSTOM-MADE PROGRAMMES)

QFBA's open-portfolio programmes are designed around the critical issues facing the business environment today and in the future – these programmes address the challenges and opportunities for professionals in the broader business sector or in the financial services industry and are based on consultation with the Qatari market to better cater to their demands and address their skills gaps. Utilising a three-stage process (Diagnose – Design – Deliver), QFBA partners with world-

class organisations to design customised learning programmes and edutainment techniques that address specific issues and challenges often faced by organisations and employees. Drawing from its pool of learning professionals and expert practitioners from around the world, and partnerships with international awarding bodies such as CISI, CII, and ILM, custom programmes are delivered using innovative and relevant learning methodologies.

KAWADER

The Kawader programme is an innovative learning initiative by the QFC Authority and QFBA, who believe in investing in the future of the potential business leaders and decision-makers of Qatar's emerging industry of financial services sector. The programme endeavours to equip participants with internationally recognised professional certifications along with enhanced personal development skills which will drive their growth in the industry. Since its launch in 2013, it has helped engineer

young talented Qataris to become successful business leaders. The alumni currently hold managerial roles in the industry, wherein they are already bringing in positive changes. The programme targets Qataris who are either in their 4th year of university or are fresh graduates. The aim of Kawader is to resource the future of the financial services sector with young talented Qatari professionals having the right set of skills and qualifications.

THE ROAD TO 2022 AND BEYOND

In 2005, we set an objective: To transform Doha into a leading global financial and commercial capital. Since then, we have continuously enhanced our world-class commercial, legal, tax and regulatory environment, and we have successfully contributed to driving economic development and diversification by attracting worldwide firms and expertise to our platform. And we will not stop here. In the coming five years, we anticipate increasing the total number of QFC firms' employees to 10,000; generating sustainable employment, in line with the Qatar National Vision 2030 and we will continue to nurture human capital, increase our quota of nationals and develop their careers at QFC. Over the next five years, we will open the doors of the Wall Street of the Middle East in Msheireb Downtown Doha. By improving the business environment and creating synergies between local and foreign firms, we will foster partnerships and growth. We aim to increase

foreign direct investment, increase assets and support capital markets. We are always looking for ways to go further, to innovate and ease doing business for our firms. The many tax enhancements we have introduced over the last ten years are testament to this and we intend to continue this trajectory. We will also refine our legislation, and as we have done previously, we intend to expand it to accommodate new sectors. Furthermore, by working with the regulators, we will provide market access for select regulated firms, allowing them to bid for government tenders and other business. In 2016 our firms held approximately QAR 75 billion in assets. Our intention is to treble this; to become the region's leading business and financial centre, and to continue to contribute to the growth of Qatar's economy and to the development of its human capital.



**FROM
THIS**





TO THIS

WITH OUR WORLD
CLASS LEGAL AND TAX
ENVIRONMENT YOUR
BUSINESS IS MORE
POWERFUL

WE MEAN BUSINESS



مركز قطر للمال
QATAR FINANCIAL CENTRE



مركز قطر للمال
QATAR FINANCIAL CENTRE

WE'RE MOVING TO QATAR'S NEW FINANCIAL CITY
IN MSHEIREB DOWNTOWN DOHA

FOLLOW US @QFCAUTHORITY

