

CORPORATE GOVERNANCE

POLICY

Sound corporate governance principles are the foundation of trust for every Company. These principles are critical in maintaining the reputation the Company has built up over the last twenty five years. Bahrain Duty Free Shop is committed to aspire to the highest standards of corporate governance which as a key factor ensures fairness to all stakeholders of the Company. The Board's adherence to best practice in corporate governance is underlined by various principles such as transparency, integrity, independence, accountability, responsibility, fairness and social responsibility. The Board has adopted a Board of Directors Charter, together with the Company's Memorandum and Articles of Association as well as the Charters of Board Committees that provide the authority and practices for corporate governance at Bahrain Duty Free.

SHAREHOLDER INFORMATION

Bahrain Duty Free's shares are listed on the Bahrain Bourse. The Company has issued 117,580,114 equity shares, each with a nominal value of 100 fils. All shares are fully paid up.

OWNERSHIP STRUCTURE

Nationality	No. of shareholders	Shares	% to Equity
Bahraini	549	111,021,586	94.42
GCC	28	5,474,897	4.66
Other	30	1,083,631	0.92
Total	607	117,580,114	100.00

Shareholders owning more than 5%

The following are the names and nationalities of the major equity holders (defined as a holding in excess of 5 % of the issued and fully paid capital) and the number of equity shares held:

Shareholders owning more than 5%			
Name	Nationality	Shares	%
Esterad Investment Co. BSC	Bahraini	10,785,588	9.17
Global Express	Bahraini	9,516,078	8.09
Rouben Stores	Bahraini	7,656,621	6.51
Yousif Abdulla Amin	Bahraini	6,587,897	5.60
Farouk Yousuf Almoayyed	Bahraini	5,932,667	5.05

Ownership Categories

	Number of shares	Shareholders	% total issued shares
Less than 1 %	29,587,848	578	25.16
1 % up to less than 5 %	47,513,415	24	40.41
5 % up to less than 10 %	40,478,851	5	34.43
Total	117,580,114	607	100.00

BOARD STRUCTURE

The Board has the final responsibility for the overall conduct of the Company's business, providing direction by exercising objective judgement on all matters independent from the Management. The Board of Directors is accountable to the shareholders for the code of conduct of the business and also for ensuring the effectiveness of and reporting on the corporate governance framework in place. The Board comprises of ten Directors. There are two executive Directors, eight non-executive

Directors and two Directors who are independent.

Board Member	Position	Executive / Non Executive, Independent / Non-Independent
Farouk Almoayyed	Chairman	Non-Executive / Non-Independent
Abdulla Buhindi	Managing Director	Executive / Non-Independent
Nabeel Al Zain	Director	Non-Executive / Non-Independent
Jawad Al Hawaj	Director	Non-Executive / Non-Independent
Mohammed Al Khan	Director	Executive / Non-Independent
Ghassan Al Sabbagh	Director	Non-Executive / Independent
Jalal Mohammed Jalal	Director	Non-Executive / Non-Independent
Mazen Ibrahim Abdulkarim	Director	Non-Executive / Non-Independent
Shaikh Mohamed Al Khalifa	Director	Non-Executive / Non-Independent
Jassim Mohd. Al Shaikh	Director	Non-Executive / Independent

DIRECTORSHIPS ON OTHER BOARDS

Board Member	Positions Held	Company
Farouk Almoayyed	Chairman	Y.K. Almoayyed & Son BSC, YK Almoayyed & Son Property WLL, Almoayyed International Group
	Chairman	National Bank of Bahrain, Gulf Hotels Group, Bahrain National Holdings, National Finance House
	Chairman	Ahlia University, Ashrafs
	Director	Investcorp Bahrain
Abdulla Buhindi	Chairman	National Investment Company, Buhindi Group, Aer Rianta International Middle East
	Chairman	Banz Group, BEMCO, BMMI, United Paper Industries, Copyright Company WLL
	Chairman	Lona Real Estate Development Company, Banadar Hotel Company
	Director	Bahrain Gulf Distribution Company, Oasis Capital Bank, Arab Insurance Group (Beirut)
	Director	Iqarat Lubnan (Beirut)
Mohamed Al Khan	Managing Director	Bahrain International Retail & Development Company
Jalal Mohammed Jalal	Chairman	Bahrain Airport Services, Bahrain Business Machines
	Managing Director	Awal Printing Press
	Director	Awal Readymix Concrete Company, Banz Group, Bahrain Tourism Company
	Director	Bahrain International Airport Development Company WLL, Bahrain Cinema Company Gulf Business Machines
Nabeel Al Zain	Chairman	Al Zain Trading Company WLL, Al Baraka Jewellery, Sapphire Holdings SPC
		AL Zain Properties SPC
Mazen Ibrahim Abdulkarim	Director	Esterad Investment Company, Al Jazeera Tourism Company BSC, Bahrain International Retail & Development Company
Jawad Al Hawaj	Chairman	Azadea, Bahrain International Retail & Development Company, Al Salam School
	Chairman	Yousuf A.Wahab Al Hawaj & Sons Co. WLL, Techno Blue Trading Co. WLL
	Chairman	Master Technology S.P.C, Beauty Care S.P.C.
	Second Vice Chairman	Bahrain Chamber of Commerce & Industry
	Director	Capital Club Bahrain WLL
Ghassan Al Sabbagh	Director	Bahrain International Retail & Development Company
Shaikh Mohamed Al Khalifa	Director	None
Jassim Mohammed Al Shaikh	Director	None

BOARD MANDATE

The Board of Directors provides leadership and the strategy that directs the on-going activities of the Company. The principle responsibilities of the Board, as set out in its charter, are as follows:

- Chartering the direction and strategy of the Company.
- Monitoring compliance with all related laws and regulations.
- Ensure regulatory compliance and reviewing the adequacy and integrity of internal controls.
- Review and approve the Financial Statements of the Company.
- Approval of the annual Business Plan.
- Performance evaluation and succession planning of Directors and executive management
- Approving the financing and borrowings of the Company.
- Recommending appointment of Auditors at the annual general meeting.
- Appointment of Sub Committees
- Approve policies and procedures.
- Approving Compensating and Benefits Policy.
- Approving the establishment of new banking relationships.
- Approving major financial investments.

BOARD MEETINGS

As per the Board Charter, the Directors are required to meet at least four times in a given financial year to discharge its responsibilities effectively. A meeting of the Board of Directors is deemed valid if attended by more than half of the members in person. There were four Board meetings in 2015.

Director attendance is shown below.

Board Member	17-Feb	9-Mar	12-May	10-Nov
Farouk Almoayyed	√	√		√
Abdulla Buhindi	√	√	√	√
Nabeel Al Zain	√	√		√
Jawad Al Hawaj	√		√	√
Mohammed Al Khan	√	√	√	√
Ghassan Al Sabbagh	√	√	√	√
Jalal Mohammed Jalal		√	√	√
Mazen Ibrahim Abdulkarim	√		√	√
Sh. Mohamed bin Ali bin Mohamed Al Khalifa	√		√	√
Jassim Mohammed Al Shaikh	√	√	√	√

ELECTION OF DIRECTORS

There are formal and transparent procedures for the appointment of new Directors to the Board. Candidates are identified and selected on merit against objective criteria and with due regard to the benefits of diversity on the Board. The current Directors of the Company are appointed by the general Shareholders meeting from among candidates proposed by the Board.

BOARD TERMS

The Board terms run for three years. The current term is for the period 2013 to 2015. With the exception of Ghassan Al Sabbagh who is appointed by the Government and Mazen Ibrahim Abdulkarim who is appointed by Esterad Investment Co., all other directors were appointed and re-elected to the Board on January 1 2013 at the Annual General Meeting of 2013.

DIRECTOR APPOINTMENT LETTER

As a member of the Board, each Director has signed a formal written appointment letter which covers among other things, the Director's duties and responsibilities in serving on the Board, the terms and conditions of their directorship, the annual remuneration and entitlement to reimbursement of expenses and access to independent professional advice when needed.

DIRECTOR'S INDUCTION & TRAINING

The Director's Board Charter recommends formal and tailored Director's induction. Newly appointed Directors undergo an induction program covering, amongst other things:

- The business of the Company.
- Briefings and presentations from executive management.
- Opportunities to visit business operations.
- Their legal and regulatory responsibilities as a Director.

Throughout their period in office, all Directors are continually updated on the Company's business and regulatory environment.

TERMINATION OF DIRECTORSHIP

Termination of Directorship is upon expiry of the term upon which he/she needs to be subject to re-election. Termination can also take effect if any Director is in breach of the applicable governing laws and requirements of the articles of association.

PERFORMANCE EVALUATION

Performance evaluation of the Board, Board Committees and executive management is vital to ensure that the strategy and goals of the Company are achieved. Performance management appraisal was carried out in 2015 on the Board, Board Committees and executive management.

DIRECTORS OWNERSHIP OF SHARES

Board Member	Shares	% to Equity
Farouk Almoayyed	5,932,667	5.05%
Abdulla Buhindi	2,270,308	1.93%
Sh. Mohamed Bin Ali Bin Mohamed Al Khalifa	1,763,696	1.50%
Mohammed Al Khan	764,267	0.65%
Jassim Mohammed Al Shaikh	556,363	0.47%
Jalal Mohamed Jalal	445,030	0.38%
Ghassan Al Sabbagh	417,567	0.36%
Mazen Ibrahim Abdulkarim	56,175	0.05%
Nabeel Al Zain	6,838	0.01%
Total Director Shares	12,222,911	10.39%
Total Shares	117,580,114	100.00%

No Directors traded in shares in 2015.

REMUNERATION POLICY DIRECTORS

The Company follows a transparent process with regards to the remuneration policy for all members of the Board. The remuneration for services rendered is based principally on performance review. In addition, Directors are entitled to out of pocket expenses, accommodation and travelling cost incurred during the term of their appointment. In 2015 Director fees totalling BD168,000 were paid. Sitting fees for the Audit and Investment Committee were paid also in 2015 and this amounted to BD 5,600

MANAGEMENT REMUNERATION

The remuneration principles of the Company are based on the following:

- Attract and retain human resources with ability, talent, skill and knowledge to deliver.
- Implement incentive framework which challenges employees to deliver sustained high quality consistent performance at all times.

In addition to this, the Company has also a framework in place to monitor and evaluate the performance of the executive management and the employees of the Company in line with market trends and performance linked bonuses are paid on the basis of individual performance which is evaluated at the end of the year.

MANAGEMENT OWNERSHIP OF SHARES

No members of the senior executive management team own any shares in the Company.

BUSINESS CODE OF ETHICS

All Directors and employees shall act ethically at all times and adhere to the Company's code of conduct. Where a potential conflict of interest arises for a Director, the Director shall promptly inform the Board for clarification and resolution as necessary. Such declarations shall be duly minuted. All Directors shall excuse themselves from any discussions or decision affecting their business interests.

COMMITTEES

Consistent with Industry best practice, the Board has an established Audit Committee, Investment

Committee and a Nomination, Remuneration and Corporate Governance Committee.

AUDIT COMMITTEE

The Company's internal audit function reports to the Audit Committee. The Audit Committee's primary duties and responsibilities are as follows:

- Ensure the integrity of the Company's Financial Statements.
- Ensure a sound financial reporting process.
- Internal Audit and Risk Management.
- Compliance with internal and external regulatory frameworks.
- The appointment of internal auditors.
- Act as a liaison between the internal auditors, external auditors and the Board.

As per the charter of the Audit Committee, the committee is required to meet at least four times in a given financial year to discharge its responsibilities effectively. In 2015, the Audit Committee met four times at the Company's Headquarters. No issues deemed significant arose during 2015.

Audit Committee	10-Feb	5-May	5-Aug	3-Nov
Jawad Al Hawaj	√	√	√	√
Mohammed Al Khan	√	√		√
Ghassan Al Sabbagh	√	√	√	√
Nabeel Al Zain		√		√

INVESTMENT COMMITTEE

The investment committee is responsible for managing the investment portfolio of the Company and to ensure that surplus funds are optimized to obtain the best yields by investing in a controlled and managed portfolio. The primary duties and responsibilities are as follows:

- Formulate the investment policy and guidelines subject to Board approval.
- Review investment policy every three years and update as appropriate.
- Review and monitor the investment portfolio.
- Approval of fund managers, mutual funds, investments/funds, brokers and custodian firms.
- Identify investment opportunities that will return sufficient yields to maximize shareholder equity.
- Engage suitably qualified members from Management to monitor the investment portfolio.

In 2015, the Investment Committee met three times at the Company's Headquarters.

Investment Committee	17-Feb	12-May	10-Nov
Farouk Almoayyed	√		√
Abdulla Buhindi	√	√	√
Mazen Ibrahim Abdulkarim	√	√	√
Shaikh Mohamed bin Ali bin Mohamed Al Khalifa	√	√	√

NOMINATION, REMUNERATION & CORPORATE GOVERNANCE COMMITTEE

This Committee held one meeting in 2015.

NRGC Committee	9-Mar
Farouk Almoayyed	√
Abdulla Buhindi	√
Jalal Mohammed Jalal	√

AUDITORS

The Audit Committee reviews the appointment of the external auditors, as well as their relationship with the Company, including monitoring the Company's use of the Auditors for non-audit services. The Committee also approves the appointment of the internal auditors. Fees paid in 2015 were as follows:-

Audit Service	BD
External Audit	23,900
Internal Audit	12,600
Non-Audit Fees	6,900

CONFLICT OF INTERESTS

Directors have a duty to avoid circumstances which may result in interests that conflict with those of the Company. It is the obligation of the Board to assess, determine and authorize any such potential conflicts, taking all circumstances into account. This includes potential conflicts that may arise when a Director takes up a position with another Company or enters into transactions or agreements in respect of which a Director or executive officer has a material interest. During the year 2015, no issues of conflict arose and no Director of the Board abstained from voting due to this reason.

COMMUNICATION WITH SHAREHOLDERS

To encourage transparency, the Board strives to maintain an open communication channel with its investors and shareholders at all times. The Board is committed to communicate its strategy and activities clearly and maintains an active dialogue with stakeholders through planned activities. The main communication channels includes the annual report, quarterly publications of financial results, a corporate website and announcements in the local media where necessary.

CODE OF CONDUCT AND WHISTLE BLOWING POLICY

The Board has adopted a formal code of conduct and Whistle Blowing Policy that applies to Directors and all employees of the Company to guide them in their conduct and promote ethical behaviour, honesty and integrity in their normal daily activities in order to safeguard and uphold the reputation of the Company at all times. The code of conduct and Whistle Blowing Policies have been developed and implemented in accordance with the applicable regulations and leading industry practice.

RELATED PARTY TRANSACTIONS

It is the policy of the Company that all related party transactions are done on an arm's length basis in the ordinary course of business and are approved by the management of the Company. As a public Company, the Directors, management and all employees are eligible to trade in the shares of the Company and are monitored by the relevant authority in the Company to ensure that no trade is made with the material information still not made public.

INTERNAL CONTROLS

The Board has overall responsibility to ensure that management maintains an effective system of internal control. There are clear processes for monitoring internal control and reporting any significant control failings or weaknesses together with corrective action solutions. Management is required to apply judgement in evaluating risks, the likelihood of the risks materializing and the ability to reduce the exposure and impact on the business. Throughout 2015, and to date, the Company has operated a system of internal control which provides reasonable assurance of effective and efficient operations covering all controls including financial and operational controls and compliance with laws and regulations. The Board regularly reviews these processes through its Audit Committee.

CORPORATE SOCIAL RESPONSIBILITY

Bahrain Duty Free is committed to its role as a responsible corporate citizen. It maintains a charity

and community welfare account and in 2015 contributions to worthy causes were made.