



Report on Corporate Governance

In accordance with the Capital Market Authority ("CMA") guidelines, we are pleased to present the Corporate Governance Report ("the Corporate Governance Report") of National Aluminium Products Co. SAOG ("NAPCO") for the year ended 31 December 2020.

1. Company philosophy

The Company's Board of Directors (the "Board") and its executive management firmly believe in a business model which emphasises careful, prudent management of the Company's resources in order to achieve balanced, sustainable growth and profitability. They are acutely aware of their fiduciary responsibilities to the Company's shareholders and they always strive to ensure that they act in the best interests of the shareholders. The Board of Directors firmly believes that effective corporate governance is essential for a company if it wishes to attain a long-term value. The directors have always stressed on good governance and wealthy corporate practices for the company to attain its objectives and realize its mission. The Board and Committees meet frequently to discuss the strategic and essential matters. The company has adopted and implemented all the relevant provisions of the code of corporate governance as laid down by the Capital Market Authority.

2. The Board of Directors

The Board of Directors is committed to achieve full compliance with the updated CMA requirements in respect of independent directors. The board consists of 7 Directors. Details of the current board are set out in Table 1.

Functions of the Board

The Company in general complies with the functions of the Board as per the CMA Code of Conduct. With respect to the selection of the Chairman, Dy. Chairperson and the Chief Executive Officer and other key executives a selection process is applied within the Board of Directors. The Board of Directors is also consulted on evaluation of key executives.

Process of nomination/Selection of Directors

At the ordinary general meeting held on May 12, 2020 the current Board was elected for a period of three (3) years. There are arrangements for the filling up of vacancies by the Board itself on a temporary basis and the appointment of substitutes in line with stipulations of the Commercial Companies Law and guidelines issued by the Capital Market Authority. Directors are duly briefed and kept regularly informed on matters concerning the business environment and the Company's businesses as well as specific corporate governance elements. The Board will strive to continuously enhance the level of awareness amongst its members on the above aspects.



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Minimum information to be placed before the Board

In order to facilitate proper governance, amongst others, the Minimum information to be placed before the Board as per Annexure 1 of the Code, is provided to the Board.

3. Company Management

The name, designations, description of responsibilities and brief profile of the Company's Management personnel are as follows:

- **Mr. Ihab Mouallem – Chief Executive Officer** - Responsible for overall management and operations of the Company.
- **Mr. Hamed Ali Al Rashid – Deputy CEO (Nominee)** – Responsible for overall management and operations of the Company and also Secretary to the Board.
- **Mr. Raees Ahmed – Chief Financial Officer** – responsible for the financial decision of the company.
- **Mr. Abdul Rasheed Abdul Majeed – Plant Manager**- Responsible for production and plant operation.
- **Mr. Salah Bin Khamis Al-Hammadi – Human Resources & Administration Manager** - Responsible for the Human Resources and Administration.
- **Mr. Pijush Mondal – Business Development Incharge** - Responsible for Sales and Service.

4. Board Secretary and Compliance Officer

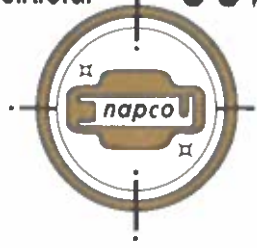
Mr. Hamed Ali Al Rashdi, Deputy CEO (Nominee) has been appointed as Board Secretary. The Board Secretary records minutes of every Board meeting whereby decisions are made, and action items are identified. Mr. Zahid Islam is the Compliance Officer. The Compliance Officer ensures compliance to the requirements stipulated under various laws and regulations.

5. Audit Committee

The Board has established Audit Committee comprising of four members, the majority of them including Chairman are independent. The Company's Internal Regulation on Corporate Governance lists out the roles and responsibilities of the Audit Committee members. In compliance with the requirements of clause 2 (b) of tenth principle of the code, one of the members of the Audit Committee has finance and accounting experience.



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The Audit Committee has met four times during the year. The members of the Audit Committee, the dates of meetings and the attendance of each director at each such meeting are given in the Table 2.

The main functions and responsibilities of the Audit Committee are as follows:

- Reviewing the annual audited financial statements and the Auditors' Report on the financial statements prior to submission to the Board for approval;
- Propose the name of external auditor, fees and other terms of external auditor to the Board for final approval by the AGM;
- Reviewing and approving the quarterly financial statements prior to submission to the Board for approval;
- Proposing the name of internal auditor, and fees to the Board for approval;
- Reviewing the scope and plan of internal audits;
- Reviewing and discussing accounting and reporting policies and changes in accounting principles;
- Assessing the effectiveness of the Company's internal control systems and procedures and the process for identifying principal business risks;
- Reviewing compliance with the Code of Conduct;
- Reviewing proposed specific transactions with related parties (if any) and providing recommendations to the Board;
- Meeting with the internal and external auditors independently of management of the Company; and
- Approval of non-audit services by the external Auditors.

Audit and Internal Control

The Audit Committee has reviewed, on behalf of the Board, the effectiveness of internal controls by meeting the internal auditor, reviewing the internal audit reports and recommendations and meeting the external auditor, reviewing the audit findings report and the management letter.

The internal auditors review the accounting controls, both manual and automated, designed to safeguard resources and ensures compliance with laws and regulations; review all accounting and certain operational areas for their utilisation of resources and compliance with established policies, procedures and internal regulation; they also assist the Board in identifying the weakness in any areas.

The Board of Directors, through the Audit Committee, reviewed and assessed the Company's system of internal controls based on the audit report submitted by the Internal and External Auditors. The Board also reviews the monthly operational reports generated by the Management of the Company. The Audit Committee and the Board are pleased to inform the shareholders that, an adequate and effective system of internal control is in place.





6. Nomination and Remuneration Executive Committee

The Board of Directors has constituted a Nomination & Remuneration Executive Committee (NREC) to assist the Company's Board of Directors in its oversight role with respect to all matters relating to the nomination, training and remuneration of directors; selection, appraisal and remuneration of top Executives of the Company. The Nomination & Remuneration Executive Committee comprises of 4 members of the Board. A minimum of three members constitutes a quorum for the Nomination & Remuneration Executive Committee meeting. A director member only is elected as Chairman of the Nomination & Remuneration Executive Committee. The Chairman of the Nomination & Remuneration Executive Committee may designate any other Director member of the Nomination & Remuneration Executive Committee to act as Chairman in his absence. The Secretary to the Board co-ordinates the dates and venues of the meetings. Minutes of the Nomination & Remuneration Executive Committee meetings are prepared for review and confirmation of the other Nomination & Remuneration Executive Committee members. The minutes of the Nomination & Remuneration Executive Committee meetings are sent to the Chairman and members of the Board of directors for their information.

The Nomination & Remuneration Executive Committee has met seven times during the year. The members of the Nomination & Remuneration Executive Committee, the dates of meeting and the attendance of each member at each such meeting are given in Table 3.

7. Meetings of the Board of Directors during the financial year ended 31 December 2020

Clause 10 (a&b) of second principle of the Code of Corporate Governance requires the Company to hold at least 4 board meetings in each financial year with a maximum gap of 4 months between each meeting. The company held 8 meetings during the year.

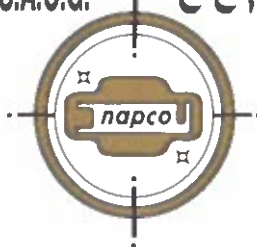
The dates of the Board meetings and the attendance of each director at each such meeting are shown in Table 4.

8. Remuneration of directors and top 5 managers

a. Sitting fees paid during the year ended 31 December 2020 is given below:

Name of the Director	Position	Sitting Fees (RO)
✓ Mr. Saq̄d Suleiman Abdullah Al Riyami	Director / Chairman	7,250
Dr. Zakia Hassan Al Naseeb	Director / Deputy Chairperson	3,250
✓ Mr Mohammad Ribhi Izzat Al Hussein	Director	7,125
Mr. Saed Saif Nasser Al Sadi	Director	7,125
Mr. Yousuf Mohammed Salim Al Abri	Director	4,125
Mr. Hussam Hisham Bostami	Director	3,250

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Mr. Mohammed Jamal Said Al Ojaili	Director	3,125
Mr. Rashad Ali Abdullah Al Musafir*	Director / Chairman	2,500
Mr. Hussain Yousuf Dawood Al Shalwani**	Director	3,250
Mr. Nasser Said Salim Al Harthy**	Director	4,500
Mr. Kannan Kumaraswamy***	Director	4,000
Mr. Said Hilal Ahmed Al Habsi****	Director	500
	Total	50,000

*Resigned on 23/04/2020.

**Not elected.

***Came No.8 in the election.

****Replaced by Mr. Saed Saif Nasser Al Sadi who was elected.

There was no other remuneration paid to the Directors during the year.

- b. Remuneration paid to top 5 officials of the Company during the year ended 31 December 2020 (including salary and all other benefits to employees worked part of the year)

RO 314,172

The details are as follows:

	RO
Gross salaries	279,724
Employees' end of service benefits	17,517
Other allowances and perquisites	
13,958	
Travel expenses	2,973
Total:	314,172

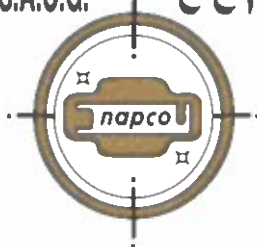
- c. Employment Contracts: Expatriate employees and some Omani employees are employed on two (2) year contracts, extendable on mutually acceptable terms on expiry. Notice period is generally 2 to 3 months for all key positions or salary in lieu thereof and for other positions 1 month's notice or salary in lieu thereof. No severance terms are specified in the contracts.

9. Details of non-compliance by the Company

There are no instances of non-compliance by the Company by way of penalties, strictures imposed on the Company by Capital Market Authority/Muscat Securities Market or any statutory authority on any matter related to capital markets during the last year.



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10. Means of communication with its shareholders and investors

- Each quarter, the Company publishes its unaudited financial results in Arabic and an English daily newspaper. Vide this publication shareholders are also advised that any shareholder who wishes to obtain detailed accounts can contact the Company.

Such quarterly unaudited financial results (and any presentations by the Company to analysts) are also sent in electronic format to the Muscat Securities Market (MSM) to enable them to be published on the MSM's website (www.msm.gov.om).

- Within 1 month of the end of the Company's financial half-year, the Company's half-yearly unaudited financial results are disseminated to shareholders by way of publication in at least 2 Omani newspapers.
- After completion of the statutory audit, the Annual Report and Accounts are sent by post to all shareholders with the Notice of the Annual General Meeting of the Company. Financial statements are also published in English and an Arabic newspaper.
- With effect from 2002, shareholders are also provided with the Management Discussion and Analysis (MD&A) Report as part of the Annual Report and Accounts.

11. Market price data

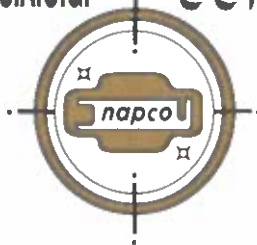
Details of share price movement (high / low) during the year ended 31 December 2020 are furnished below:

Period (Month, 2020)	High (RO)	Low (RO)	MSM average industry index
January	0.170	0.170	4,354.66
February	0.169	0.153	4,498.54
March	0.169	0.153	4,120.14
April	0.169	0.153	3,884.87
May	0.169	0.153	4,032.35
June	0.138	0.113	4,035.49
July	0.113	0.113	3,955.69
August	0.113	0.108	3,977.45
September	0.111	0.085	3,969.59
October	0.097	0.082	4,013.20
November	0.089	0.084	4,017.37
December	0.091	0.082	4,146.74

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a. Shareholders holding 5% and above shares as at 31 December 2020

S./No	Name of Shareholder	No. of Shares	Percentage
1	Global Financial Investments Holding Company SAOG	6,913,933	20.59%
2	Oman & Emirates Investment Holding Co SAOG	4,462,500	13.29%
3	Ministry of Defence Pension Fund	3,357,000	10.00%

b. Distribution of shareholdings as at 31 December 2020.

Distribution of Shares	No of Shareholders	No of Shares	Percentage of total
0-50,000	498	3,172,536	9.45%
50001 – 100,000	26	1,903,130	5.67%
100,001 – 200,000	16	2,193,724	6.53%
200,001 – 500,000	8	2,463,770	7.34%
500,001 – 1,000,000	7	5,018,611	14.95%
Above 1,000,000	6	18,819,679	56.06%
Total	561	33,571,450	100.00%

c. The Company does not have any outstanding Global Deposit Receipts (GDR)/ADRs/Warrants/ or any convertible instruments, conversion date which can likely to have impact on equity.

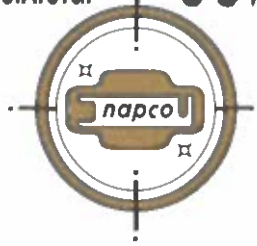
12. Specific areas of non-compliance with the provisions of corporate governance

During 2020, no any non-compliance was observed with respect to the provision of the code of corporate governance.

13. Legal Advisor

Board of Directors appointed M/S. Hamdan Al Durey Barristers & Legal Consultants as Legal Advisor of the Company for the year 2020.

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14. Internal Audit

The Company has established an in-house internal audit function. An internal auditor objectively reviews an organisation's business processes and internal controls, evaluates the efficacy of risk management procedures that are currently in place and ensures that the organization is complying with laws and regulations. The AC meets the internal auditors at least once every quarter. The internal auditor submits its report to the audit committee on quarterly basis.

15. External Auditors

The shareholders of the company appointed Abu Timam Grant Thornton Oman as its auditors for year 2020.

Professional profile of Abu Timam Grant Thornton Oman

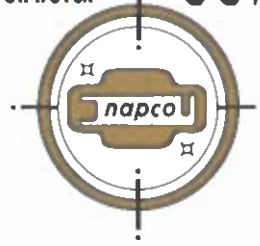
Grant Thornton is a network of independent assurance, tax and advisory firms, made up of over 50,000 people in more than 130 countries, helping dynamic organizations unlock their potential for growth. It is one of the top six international accounting and business advisory networks and all its member firms are required to uphold the highest professional and ethical standards. The compliance with these standards is monitored and assured through a very strict quality assurance process.

Abu Timam, the Oman member firm of Grant Thornton International, is headquartered in Muscat with a branch in Salalah. The Muscat office was established in 1995 and is one of the leading firms in Oman, evidenced by the portfolio of clients that includes well-established companies across a broad spectrum of industries. The professional staff bring a strong background of experience and expertise to their clients' accounting, tax, and management consulting needs. This rare combination of skilled resources and personal commitment explains why Abu Timam Grant Thornton has grown rapidly to a position of prominence among major accounting firms in the Sultanate of Oman. Abu Timam Grant Thornton is approved by the Capital Market Authority as one of the audit firms allowed to audit joint stock companies.

Abu Timam Grant Thornton International Ltd. billed an amount of RO 6,650 towards professional services rendered in respect of audit of the Company for the year 2020.



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16. Acknowledgement by the Board of Directors:

The Board of Directors confirms that:

The Company has all its systems and procedures formally documented in place. The Company has internal regulations separately compiled as per regulatory requirements. The internal regulation has all the necessary and prescribed procedures. Further, Board has reviewed the efficiency and adequacy of internal control systems of the Company and confirms that the same are in accordance with the said manual.

The Board of Directors are responsible to ensure that the financial statements have been prepared in accordance with International Financial Reporting Standards issued by the International Accounting Standards Board (IASB), Interpretations issued by the International Financial Reporting Interpretations Committee (IFRIC) and the requirements of the Commercial Companies Law of the Sultanate of Oman 18/2019 and the rules for disclosure requirement prescribed by the Capital Market Authority.

There are no material events affecting the continuation of NAPCO and its ability to continue its production operations during the next financial year.



CHAIRMAN



AUDIT COMMITTEE CHAIRMAN



CHIEF EXECUTIVE OFFICER

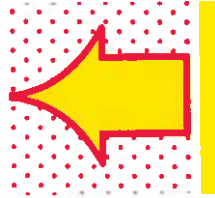


Table 1: (Board of Directors – Composition) as at 31 December 2020

Sl No	Board of Directors	Position	Non-Executive	Independent	Nominee/Corporate Representative of	Member of Audit Committee	Member of other SAOG /SAOC Companies
1	Mr. Saud Suleiman Abdullah Al Riyami	Chairman of the Board / Member of NREC	✓	X	Ministry of Defence Pension Fund	X	A
2	Dr. Zakia Hassan Al Naseeb	Deputy Chairperson of the Board / Chairperson of the NREC	✓	X	Global Financial Investment Holding SAOG	X	B
3	Mr. Mohammad Ribhi Izzat Al Hussein	Director / Chairman of the AC	✓	✓	-	✓	C
4	Mr. Saed Saif Nasser Al Sadi	Director / Member of AC	✓	X	Oman & Emirates Investment Holdings CO. SAOG	✓	D
5	Mr. Yousuf Mohammed Salim Al Abri	Director / Member of NREC / Member of AC	✓	✓	-	✓	E
6	Mr. Hussam Hisham Bostami	Director / Member of NREC	✓	✓	-	X	F
7	Mr. Mohammed Jamal Said Al Ojaili	Director / Member of AC	✓	✓	Al Batinah Development & Investment Holding Co. SAOG	✓	G
8	Mr. Rashad Ali Abdullah Al Musafir (Resigned on 23/04/2020)	Chairman of the Board / Chairman of the NREC	✓	✓	-	X	
9	Mr. Hussain Yousuf Dawood Al Shalwani (Upto Board term validity - 11/05/2020)	Director / Member of AC	✓	✓	-	✓	
10	Mr. Nasser Said Salim Al Harthy (Upto Board term validity - 11/05/2020)	Director / Member of NREC	✓	X	Al Batinah Development & Investment Holding Co. SAOG	X	
11	Mr. Kannan Kumaraswamy (Upto Board term validity - 11/05/2020)	Director / Chairman of the AC	✓	✓	-	✓	

✓ - Yes, X - No

A. Director of Board of Voltamp Energy SAOG.

B. NA

C. Director of Al Batinah Power SAOG.

D. Director of Board of Oman and Emirates Investment Holding Company SAOG, Director of Board of Oman Chromite Company SAOG.

E. Director of Board and Member of Audit Committee and HR Committee of Ubar Hotel & Resorts SAOG.

F. Director of Board and Executive Committee of United Finance SAOG; Deputy Chairman of Board and Member of Audit Committee of Construction Material Industries SAOG; Director of Board, Executive Committee and Audit Committee of Gulf Stone SAOG; Director of Board, Executive Committee and Audit Committee of Al-Madinah Logistics Services SAOC; Director of Board and Executive Committee of Al-Sharqiyah University SAOC.

G. NA

Table 2:(showing members of the Audit Committee, dates of Audit Committee meetings during the year ended 31 December 2020 and attendance there at)

Sl No	Audit Committee Members	Position	(AC No.1 of 2020) held on 24-Feb-2020	(AC No.2 of 2020) held on 10-May-2020	(AC No.3 of 2020) held on 26-Jul-2020	(AC No.4 of 2020) held on 29-Oct-2020
1	Mr. Mohammed Ribhi Izzat Al Hussein	Chairman	√	√	√	√
2	Mr. Saed Saif Nasser Al Sadi	Director	-	-	√	√
3	Mr. Yousuf Mohammed Salim Al Abri	Director	-	-	√	√
4	Mr. Mohammed Jamal Said Al Ojaili	Director	-	-	√	√
5	Mr. Kannan Kumaraswamy	Director / Chairman	√	√	-	-
6	Mr. Hussain Yousuf Dawood Al Shalwani	Director	√	√	-	-

√ = Present; A = Absent

Table 3: (showing members of the Nomination & Remuneration Executive Committee (NREC), dates of NREC meetings during the year ended 31 December 2020 and attendance there at)

Sl No	Nomination & Remuneration Executive Committee Members	Position	(NREC No.1 of 2020) held on 21-Jan-2020	(NREC No.2 of 2020) held on 11-Feb-2020	(NREC No.3 of 2020) held on 26-Apr-2020	(NREC No.4 of 2020) held on 24-Jun-2020	(NREC No.5 of 2020) held on 23-Sep-2020	(NREC No.6 of 2020) held on 22-Nov-2020	(NREC No.7 of 2020) held on 02-Dec-2020
1	Dr. Zakia Hassan Al Naseeb	Director / Chairperson	-	-	-	√	√	√	√
2	Mr. Saud Sulaiman Abdullah Al Riyami	Director	√	A	√	√	√	√	√
3	Mr. Yousuf Mohammed Salim Al Abri	Director	-	-	-	√	√	√	√
4	Mr. Hussam Hisham Bostami	Director	-	-	-	√	√	√	√
5	Mr. Rashad Ali Abdullah Al Musafir	Director / Chairman	√	√	-	-	-	-	-
6	Mr. Nasser Said Salim Al Harthy	Director	√	√	√	-	-	-	-
7	Mr. Saed Saif Nasser Al Sadi	Director	-	√	√	-	-	-	-

√ = Present; A = Absent

Table 4: (Attendance of members of the board at Board Meetings (BM) and at the AGM/EGM/OGM held during the year ending 31 December 2020)

Sl No	Board Members	(BM No.1 of 2020) held on 26-Feb-2020	(BM No.2 of 2020) held on 2-Apr-2020	(BM No.3 of 2020) held on 26-Apr-2020	(BM No.4 of 2020) held on 10-May-2020	EGM of (2020) held on 12-May-2020	AGM of (2020) held on 12-May-2020	* (BM (2020) held on 17-May-2020	(BM No.5 of 2020) held on 03-Jun-2020	(BM No.6 of 2020) held on 29-Jul-2020	(BM No.7A of 2020) held on 06-Oct-2020	(BM No.7B of 2020) held on 29-Oct-2020	(BM No.8 of 2020) held on 20-Dec-2020
1	Mr. Saud Sulaiman Abdullah Al Riyami	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Dr. Zakia Hassan Al Naseeb	-	-	-	-	-	-	✓	✓	✓	✓	✓	✓
3	Mr. Mohammed Ribhi Izzat Al Hussein	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Mr. Saad Saif Nasser Al Sadi	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Mr. Yousuf Mohammed Salim Al Abri	-	-	-	-	-	-	✓	✓	✓	✓	✓	✓
6	Mr. Hussam Hisham Bostami	-	-	-	-	-	-	✓	✓	✓	✓	✓	✓
7	Mr. Mohammed Jamal Said Al Ojaili	-	-	-	-	-	-	✓	✓	✓	✓	✓	✓
8	Mr. Rashad Ali Abdullah Al Musafir	✓	✓	-	-	-	-	-	-	-	-	-	-
9	Mr. Hussain Yousuf Dawood Al Shalwani	✓	A	✓	✓	A	A	-	-	-	-	-	-
10	Mr. Nasser Said Salim Al Harthy	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-
11	Mr. Kannan Kumaraswamy	✓	✓	✓	✓	✓	✓	-	-	-	-	-	-

✓ = Present; A = Absent

*Board Meeting dated 17 May 2020 was held for the selection of Chairman, Dy. Chairman, Committee members and Board Secretary.