

# ESG Report

—  
2025



Sustaining the Future,  
Every Day.

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# About this report

This ESG Report presents Qatar Fertilizer Company's sustainability performance for the year 2025 and provides a consolidated overview of the company's environmental, social, and governance commitments. The report continues QAFCO's established approach of transparent and structured disclosure, demonstrating how sustainability considerations are embedded across its operations, workforce, value chain, and community initiatives.

The 2025 report is anchored in the theme "Sustaining the Future Every day". This theme reflects QAFCO's view that sustainability is not defined by isolated achievements but by the collective impact of daily practices. Through this lens, the report outlines the progress made during the year, highlights areas of continuous improvement, and reaffirms QAFCO's commitment to responsible growth.

## Reporting Period, Frequency and Boundary

This report covers the period from 1 January to 31 December 2025, consistent with QAFCO's financial reporting cycle. It presents information and activities from all its operational sites, and administrative facilities including Gulf Formaldehyde Company (GFC) and Qatar Melamine Company (QMC) within the State of Qatar.

## Reporting Standards and Frameworks

The report has been prepared in alignment with the Global Reporting Initiative (GRI) and SASB (Sustainability Accounting Standards Board) Standards. It also reflects QAFCO's alignment with Qatar National Vision 2030 (QNV), the United Nations Sustainable Development Goals (UN SDGs), and the company's internal QAFCO Sustainability Goals (QSGs).

## Board Responsibility Statement

QAFCO's Board of Directors oversees the company's sustainability agenda, ensuring that ESG considerations remain aligned with strategic objectives and operational priorities.

## Safe Harbor Statement

This report contains forward-looking statements that reflect QAFCO's current expectations regarding future performance, initiatives, and operational plans. These statements are subject to risks and uncertainties that may cause actual outcomes to differ. QAFCO does not assume any obligation to update forward-looking statements except where required by applicable regulations.

## Feedback and Contact

QAFCO is committed to continuous improvement and values the perspective of its stakeholders. QAFCO welcomes feedback, suggestions and enquiries related to this report. Stakeholders are encouraged to reach out through the dedicated ESG communication channel: [esg@qafco.com.qa](mailto:esg@qafco.com.qa)



## Message from the Chairman



At QAFCO, sustainability is integral to how the Company delivers long-term value and strengthens its resilience in a changing global environment. As expectations around responsible business practices continue to evolve, environmental stewardship, social responsibility, and strong governance remain firmly embedded within QAFCO's strategy and Board oversight.

**Ahmad Helal Al-Mohannadi**

Chairman

QAFCO Board of Directors

Aligned with the strategic direction of QatarEnergy, QAFCO continues to focus on delivering sustainable growth while maintaining exceptional standards of operational excellence, responsible resource management, and financial discipline. The Board remains committed to guiding the company in balancing operational performance with long-term sustainability priorities, ensuring that QAFCO remains resilient in a dynamic global landscape while continuing to contribute to global food security through the reliable supply of essential fertilizers.

During the year, QAFCO further strengthened its long-term sustainability approach through an updated Sustainability Plan. The plan provides a clear strategic framework that integrates environmental, social, and governance priorities into business planning, while setting the direction for continued improvement in ESG performance in the years ahead.

In addition, the company has begun developing a Value Creation Model that will enhance transparency on how QAFCO deploys its resources, capabilities, and partnerships to create value across the short, medium, and long term. This framework will support more informed decision-making and reinforce the company's ability to generate sustainable returns for shareholders while delivering broader economic and societal value.

QAFCO has also initiated preparations to publish its first IFRS S1 and S2 Report alongside the Annual Financial Report. This milestone will further strengthen transparency by enabling investors and stakeholders to better understand the company's sustainability related risks, opportunities, and their potential financial implications.

The continued success of QAFCO is driven by the dedication of its people and the company's unwavering commitment to safe, responsible, and efficient operations. With a clear strategic direction and disciplined focus on long-term value creation, QAFCO remains well positioned to support Qatar's economic development while playing a vital role in advancing global food security and sustainable agricultural systems.

## Message from the MD and CEO



QAFCO's mission extends beyond production. As one of the world's leading nitrogen fertilizer producers, QAFCO plays an essential role in supporting global food security while ensuring that its operations are conducted safely, responsibly, and sustainably. Creating long-term value for the Company's shareholders and stakeholders requires ensuring operational excellence, well-being, environmental stewardship, responsible governance, and continuous innovation are intrinsic to its culture.

**Abdulrahman M. Al-Suwaidi**  
MD and CEO  
QAFCO

In 2025, QAFCO further reinforced this commitment by embedding sustainability within its corporate strategy through the objective "Integrate Sustainability within our Business." This strategic direction ensures that environmental, social, and governance priorities remain fully integrated into decision-making, and long-term planning across the organization.

Environmental transparency was further enhanced through the full utilization of a Continuous Emission Monitoring System, enabling verified emissions reporting to regulators and reinforcing the Company's commitment to responsible environmental management.

Safety remains foundational for QAFCO. Since 2022, QAFCO has achieved more than 1,300 continuous working days without a Lost-Time Injury, while also maintaining zero Process Safety Tier-1 and Tier-2 incidents in 2025.

Operational excellence continues to drive Company performance. In 2025, QAFCO achieved a new urea production record of 5.84 million tons, surpassing previous milestones and reinforcing the Company's commitment to reliability and efficiency. Continuous improvement initiatives including the successful implementation of Advanced Process Control systems and the advancement of the QAFCO Technical Roadmap continue to enhance operational stability and efficiency.

QAFCO strengthened its governance and digital resilience during the year, achieving ISO 27001 certification for its Information Security Management System and maintaining zero reported corruption incidents, underscoring a commitment to transparency, accountability, and responsible business practices.

These efforts were recognized externally when QAFCO received two awards at the GPCA Responsible Care Excellence Awards 2025, for Performance Metrics and Process Safety.

As QAFCO looks ahead, its focus remains clear: to strengthen operational excellence, accelerate digital transformation, and continue embedding sustainability across every aspect of its business.

**I would like to thank all QAFCO employees whose dedication and professionalism continue to drive the Company's success.**



03

**QAFCO**  
**at a Glance**

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# QAFCO at a Glance

## QAFCO's Profile

QAFCO is the world's leading single-site exporter of high-quality ammonia and urea, operating a fully integrated fertilizer complex in Mesaieed Industrial City. Since its formation in 1969, the company has been central to Qatar's industrial diversification, supporting global food security and contributing to Qatar's economic growth. Over more than five decades, QAFCO has evolved from a single ammonia plant into a multi-plant operation comprising of six world-class plants with an additional QAFCO 7 (Blue Ammonia-facility) scheduled to come online in 2026 further strengthening its role in supplying major agricultural markets worldwide.

As a wholly owned subsidiary of Industries Qatar (IQ), QAFCO aligns its strategy with QatarEnergy and Qatar's broader national vision. The company continually invests in operational excellence, sustainable production practices, and technological upgrades to enhance efficiency, safety, and environmental performance.



### Vision

Be the world's leading urea producer by 2030, driving towards a greener earth.



### Mission

QAFCO aims to operate its assets safely, efficiently and in an environmentally responsible manner to produce high-quality ammonia and urea.

## Values



#### Excellence:

Continuous improvement to enhance efficiency



#### Safety:

Committed to safety in all aspects of life



#### Integrity:

Actions based on transparency, honesty, and fairness



#### Teamwork:

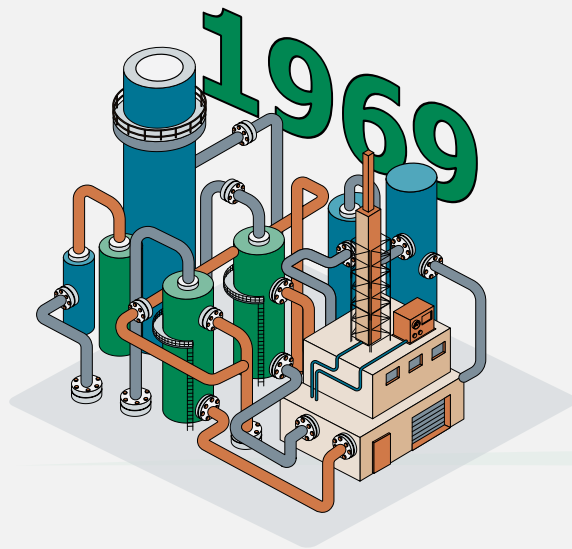
Respect, empower, and work together as one family to achieve shared goals



#### Ownership:

Take responsibility, accountability and pride in our work, decisions and outcomes

## Milestones and Achievements



### 01 Where It All Starts

**1969**  
QAFCO established as Qatar's first major petrochemical venture.

**1973**  
QAFCO-1 fertilizer plant commissioned, marking the company's first production milestone.

### 02 Production Expansion

**1979–1997**  
Expansion of operations with QAFCO-2 and QAFCO-3, significantly increasing production capacity.

### 03 Growth Diversification

**2003**  
Formation of GFC as a new subsidiary, diversifying QAFCO's product portfolio.

**2004–2011**  
Commissioning of QAFCO-4 and QAFCO-5; incorporation of QMC.

### 04 Reaching New Heights

**2012**  
QAFCO-6 inaugurated, reinforcing Qatar's leading position in the global fertilizer market.

**2019**  
QAFCO marks 50 years since establishment.

**2020**  
QAFCO becomes a 100% subsidiary of IQ and acquires full ownership of QMC.

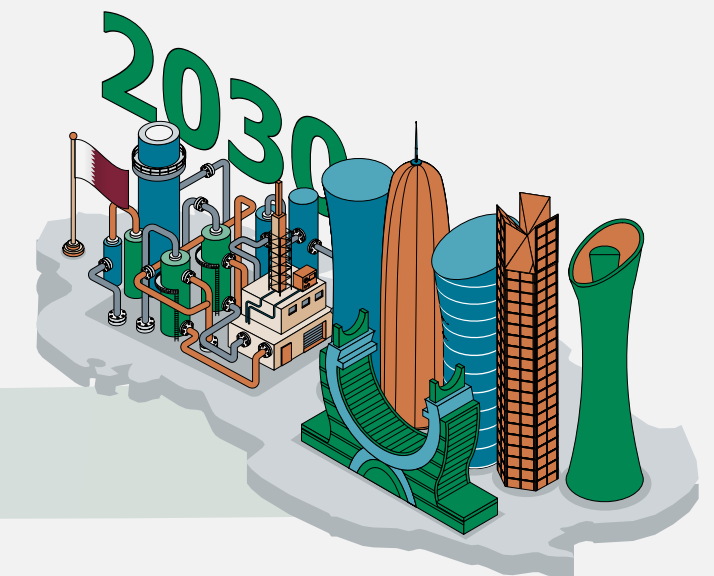
### 05 Building Toward Tomorrow

**2022**  
QAFCO-7 Blue Ammonia Project announced, with operations expected in 2026.

**2024**  
QatarEnergy appoints QAFCO to execute the new Urea Expansion Project, which will double Qatar's urea production and make Qatar the world's largest exporter of urea.

**2026**  
QAFCO-7 Commissioning.

**2030**  
QatarEnergy's Urea Project first production.



## 2025 Highlights

Environmental

### 98.5%

Improvement in Environmental Index trend, the highest in QAFCO's history

### CEMS

Stabilized and fully utilized Continuous Emission Monitoring Systems with verified reporting to regulators

### APC

Advanced Process Control A1 to A6 completion

### QTRM

Updating QAFCO Technical RoadMap

### +55 m<sup>2</sup>

Expansion in planted areas, including vertical gardens

Social

### 1300+ Days

Continuous working days without any Lost-Time Injury since 2022

### 0

Process Safety in Tier-1 and Tier-2 incidents achieved

### 28.71 Hours

Average Training per employee over the year

### +10.69%

Increase in rate of Qatarization growth vs 2024

### 2 Awards

Honored at 4th GPCA Responsible Care Excellence Awards 2025 with 2 awards, "Performance Metrics Award" and "Process Safety Award"

Governance

### 0

Corruption incidents reported under Code of conduct compliance

### ISO 27001

Obtained ISMS Certification

### AQIS Level 1

Retained the Australian Government Gold Bulk System Certification

### Ownership

New corporate value introduced emphasizing responsibility and accountability in work

### AI and Digital

Continuous progress in Digital and AI Transformation

Economic Performance

### 5.84 Million Tonnes

Urea Production Record, Higher than 2022

### QAR 8.55 Billion

Direct Economic Value Generated



04

**Driving  
Sustainability  
Forward**

# Driving Sustainability Forward

Sustainability is part of QAFCO's identity and is embedded in how the Company operates and creates value, rather than treated as a separate initiative. In 2025, QAFCO continued integrating environmental, social, and governance topics into everyday work and decision-making, while aligning with Qatar National Vision 2030 and QatarEnergy's Sustainability Strategy. During the year, QAFCO strengthened sustainability governance by improving cross-functional coordination, clarifying responsibilities, and updating QAFCO's Strategy Map to include "Integrate Sustainability Within the Business" as a strategic objective. QAFCO also continued mapping its contributions to ensure that operational improvements and strategic initiatives align with national priorities, sector expectations, and long-term sustainable development and the Sustainability Committee supported the evaluation of sustainability initiatives.

The sections that follow present the foundations of QAFCO's sustainability management approach in 2025 including the 2023 maintained materiality assessment, the Company's sustainability goals, the sustainability considerations across its value chain, and the updated Five-Year Sustainability Plan (2026–2030). Together, these elements demonstrate QAFCO's commitment to sustaining value, managing risks responsibly, and supporting the long-term resilience of the Company, its workforce, and the wider community.

## Materiality Assessment

QAFCO's materiality assessment provides the foundation for identifying the sustainability topics most relevant to the Company's long-term strategy and its stakeholders. In 2025, QAFCO continued to rely on the outcomes of the 2023 Materiality Assessment, which were reconfirmed through an internal validation exercise in 2024 and remain fully applicable to the current reporting year. This reflects the stability of the Company's operational priorities, stakeholder expectations and the continued relevance of the previously identified ESG priorities. QAFCO aims to conduct a new materiality assessment exercise in 2026.

### Materiality Assessment

As QAFCO continued using its existing materiality assessment in 2025 with no major changes affecting material topics, the tiered structure of material topics remains unchanged. The categories below reflect QAFCO's ongoing ESG priorities.

#### Tier 1 – Critical Priority

- Health, Safety and Wellbeing
- Emissions and Energy Management

#### Tier 2 – High Priority

- Food Security
- Business Integrity
- Product Stewardship
- Water Management
- Waste Management
- Biodiversity
- Corporate Governance
- Economic Performance

#### Tier 3 – Moderate Priority

- Employment Practices, Inclusion
- Responsible Supply Chain Management

# QAFCO's Sustainability Plan (2026–2030)

QAFCO's Five-Year Sustainability Plan outlines the Company's priority areas for 2026–2030 and reinforces its commitment to environmental stewardship, operational excellence, social development, and strong governance. Building on previous foundations, the plan ensures that sustainability remains integrated across the business while supporting national objectives and global sustainability frameworks.

The plan brings together key priorities identified through QAFCO's materiality assessment, stakeholder engagement, alignment with Qatar National Vision 2030 (QNV 2030), the UN Sustainable Development Goals (SDGs), and QAFCO Sustainability Goals (QSGs).

These priorities guide strategic direction, resource allocation, and performance monitoring over the next five years. The plan was approved by Management in 2025, with oversight from the Board of Directors, and final approval by the Board of Directors.

## Purpose of the Five-Year Plan

The Five-Year Sustainability Plan ensures that:

01

Each functional area aligns with QAFCO's sustainability priorities.

02

The Company maintains a forward-looking approach to ESG performance.

03

Initiatives are connected to specific targets and performance indicators.

04

Efforts across the business contribute to both national objectives and global sustainability frameworks.

By building on earlier plans and setting a clear direction for 2026–2030, QAFCO keeps sustainability at the center of long-term value creation.

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## QAFCO's Sustainability Goals (QSGs)

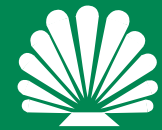
In 2025, QAFCO continued implementing its Sustainability Plan, which brings together 14 QAFCO Sustainability Goals (QSGs) aligned with 11 UN Sustainable Development Goals (SDGs) and embedded across all business functions. This framework ensures that sustainability is integrated into daily operational decisions, strengthening resilience and supporting long-term value creation.

Building on the results of the materiality assessment, each QSG reflects a priority area essential to QAFCO's operational excellence, environmental stewardship, and social responsibility.

In 2025, QAFCO maintained strong alignment between its Sustainability Plan and Qatar National Vision 2030 (QNV 2030), ensuring that its sustainability priorities contribute to the State of Qatar's long-term development objectives. This alignment is further reinforced through consistency with the National Development Strategy – Third Phase (NDS-3), particularly in supporting national goals related to environmental protection, economic diversification, industrial efficiency, and social development.



## Mapping QSGs to Qatar National Vision 2030



### Environmental Development

The Environmental Development pillar focuses on protecting the environment while supporting sustainable economic growth. QAFCO contributes to this pillar through practical initiatives that strengthen environmental protection, reduce emissions, improve water use, reduce waste, and promote efficient resource management. These efforts help ensure regulatory compliance, minimize environmental impacts, and support more sustainable operations across the organization.

**QSG 1, QSG 2, QSG 4, QSG 5, QSG 6, QSG 7, QSG 8**



### Economic Development

The Economic Development pillar of QNV 2030 focuses on building a diversified and sustainable economy. QAFCO supports this by ensuring reliable production of ammonia and urea, improving operational efficiency, and strengthening supply chain performance. Working closely with local suppliers and promoting local value creation helps support national industry while maintaining stable operations and long-term economic sustainability.

**QSG 3, QSG 5, QSG 11, QSG 14**



### Human Development

Human Development under QNV 2030 focuses on developing a capable, skilled, and motivated workforce. QAFCO's Sustainability Goals related to workforce development, training, and capability building align directly with this pillar. Initiatives supporting employee learning, leadership development, occupational safety, and professional growth enable QAFCO to build human capital.

**QSG 9, QSG 12, QSG 13**



### Social Development

QNV 2030's Social Development pillar emphasizes social cohesion, ethical conduct, and the well-being of society. QAFCO's Sustainability Goals addressing health and safety, business ethics, compliance, and community engagement support this pillar. Through structured health and safety systems, ethical governance frameworks, employee engagement activities, and community initiatives, QAFCO contributes to creating a safe, inclusive, and responsible working environment while maintaining positive relationships with stakeholders and the wider community.

**QSG 10, QSG 11**



## QSG 1 Reduce GHG Emissions

QAFCO continues advancing its GHG reduction efforts by improving operational efficiency and reducing emissions from energy and process activities. The Company maintains its target to reduce GHG intensity by 15% by 2035 from the 2021 baseline.

### QAFCO's Contributions:

QAFCO progressed its GHG reduction efforts by advancing operational efficiency initiatives and prioritizing reductions in Scope 1 emissions, in line with its long-term target to reduce GHG emissions intensity by 15% by 2035. These efforts are supported by the implementation of ISO 14001 Environmental Management Systems and alignment with QAFCO Technical Roadmap (QTRM).

Aligned with the Environmental Development pillar of Qatar National Vision 2030.



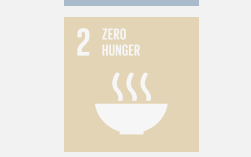
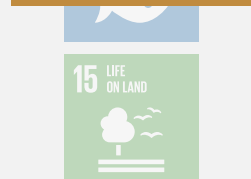
## QSG 2 Enhance Ambient Air Quality

QAFCO remains committed to minimizing emissions that affect local air quality. Actions focus on fugitive emission management, optimization of combustion processes, and the transition away from ozone-depleting substances.

### QAFCO's Contributions:

In 2025, QAFCO strengthened air quality management by targeting the reduction of NO<sub>x</sub>, SO<sub>x</sub>, and fugitive emissions through operational controls and monitoring programs. The Company implies a Leak Detection and Repair (LDAR) Program to systematically identify and reduce fugitive emissions, with performance tracked in kg/year. QAFCO also initiated a study in 2025 to evaluate the phasing down of HCFCs and HFCs to alternative substances not regulated under the Montreal Protocol and Kigali Amendment and successfully removed all Halon gas cylinders previously used as fire suppression agents. In addition, QAFCO signed a five-year agreement with DHL to support the use of Sustainable Aviation Fuel (SAF), contributing indirectly to improved ambient air quality.

Aligned with the Environmental Development pillar of Qatar National Vision 2030



QSG 3

## Ensure Plant Efficiency

Ensuring plant efficiency is a core component of QAFCO’s operational excellence and sustainability agenda. Improving energy performance, optimizing production processes, and enhancing asset reliability contribute directly to reduced resource consumption, lower emissions intensity, and long-term operational resilience.

**QAFCO’s Contributions:**

In 2025, QAFCO prioritized energy efficiency and performance optimization initiatives across its operations. Advanced Process Control (APC) systems were implemented across selected plants, resulting in an incremental production increase of approximately 81.59 MT/day while achieving a 0.24 GJ/MT reduction in specific energy consumption. These improvements were supported by ongoing system upgrades, process optimization studies, and alignment with the QTRM to enhance overall plant performance and efficiency.

Aligned with the Economic Development pillar of Qatar National Vision 2030.

QSG 4

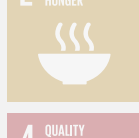
## Improve Waste Management

Effective waste management is a key element of QAFCO’s commitment to operating its assets in an environmentally responsible manner. The Company focuses on minimizing waste generation, reducing disposal volumes, and maximizing reuse and recycling in line with regulatory requirements and best practices.

**QAFCO’s Contributions:**

During 2025, QAFCO strengthened its waste management framework through enhanced waste segregation practices, improved hazardous waste handling timelines, and closer coordination to ensure safe and compliant waste handling across all facilities. All waste shipments were regularly reported to the Ministry of Environment and Climate Change (MoECC), while hazardous waste was managed and recycled/treated exclusively at approved hazardous waste facilities. In addition, QAFCO continued implementing its Waste Management Program, with a specific focus on reducing the disposal of non-hazardous waste by increasing recycling and alternative recovery methods.

Aligned with the Environmental Development pillar of Qatar National Vision 2030.



## QSG 5

# Reduce Operations Water Consumption and Eliminate Process Wastewater Discharge to Sea

Responsible water management is a strategic priority for QAFCO, particularly in reducing water consumption and eliminating industrial effluent discharge to the marine environment. The Company continues to progress toward long-term water stewardship objectives through infrastructure investments and operational controls.

### QAFCO's Contributions:

QAFCO advanced the Zero Liquid Discharge (ZLD) Project through close collaboration across multiple departments, progressing toward final-stage completion. Upon commissioning, the ZLD system will recover treated process effluents and generate reusable water streams for internal operational use, significantly reducing reliance on external water sources. Upon commissioning, the system will recover 133 m<sup>3</sup>/hr of effluents, producing 102 m<sup>3</sup>/hr of demineralized water and 28 m<sup>3</sup>/hr of irrigation water for internal reuse.

Aligned with the Environmental Development pillar of Qatar National Vision 2030.

## QSG 6

# Restore Marine Life

Protecting marine ecosystems and minimizing environmental impacts on Qatar's coastal and marine environments form an integral part of QAFCO's environmental responsibility. The Company focuses on preventing pollution at source while strengthening its approach to biodiversity management.

### QAFCO's Contributions:

QAFCO's marine protection efforts are primarily driven through the Zero Liquid Discharge (ZLD) Project, which is designed to ensure full compliance with Consent to Operate (CTO) requirements by eliminating process wastewater discharge to the marine environment. This significantly reduces potential impacts on marine ecosystems. In parallel, QAFCO recognizes biodiversity as an environmental risk area and is progressing toward the development of a dedicated biodiversity initiative strategy, targeted for establishment by 2026, to guide future ecosystem protection and restoration efforts.

Aligned with the Environmental Development pillar of Qatar National Vision 2030.



## QSG 7 Restore Qatar's Life on Land

Restoring and protecting terrestrial ecosystems is essential to maintaining biodiversity and ecological balance in Qatar. This goal reflects QAFCO's commitment to understanding and mitigating its environmental footprint on land-based ecosystems while contributing to national and global biodiversity objectives.

### QAFCO's Contributions:

QAFCO aims to initiate biodiversity strategy aligned with the Global Biodiversity Framework (GBF) to identify scientifically supported opportunities for land restoration and conservation within Qatar. These assessments are intended to guide the prioritization of biodiversity initiatives and ensure that future programs are evidence-based and environmentally relevant. Based on the outcomes of this work, QAFCO plans to define targeted restoration actions and establish a formal biodiversity initiative strategy by 2026, taking into account the broader ecological context of Qatar's terrestrial ecosystems.

Aligned with the Environmental Development pillar of Qatar National Vision 2030.

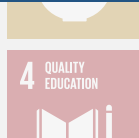
## QSG 8 Promote Sustainable Infrastructure

Sustainable infrastructure plays a key role in reducing environmental impact, improving resource efficiency, and fostering a culture of sustainability across QAFCO's operations. This goal supports the integration of sustainable design and operational practices into buildings and facilities.

### QAFCO's Contributions:

QAFCO implemented multiple sustainable infrastructure initiatives across its Mesaieed facilities to enhance energy efficiency, environmental performance, and indoor environmental quality. These initiatives included green building renovations during routine maintenance, replacement of incandescent and fluorescent lighting with LED systems to reduce electricity consumption, and the upgrade of aging HVAC units and equipment. Additional measures such as robotic HVAC duct cleaning were implemented to improve indoor air quality, alongside landscaping enhancements through the addition of greenery and trees to create healthier and more sustainable working environments.

Aligned with the Environmental Development pillar of Qatar National Vision 2030.



QSG 9

## Ensure and Improve Health, Safety, and Security of People and Assets

Health, safety, and security are fundamental to QAFCO’s operational excellence and long-term sustainability. This goal reinforces the Company’s commitment to providing a safe, secure, and resilient working environment for employees, contractors, and stakeholders.

**QAFCO’s Contributions:**

QAFCO continued embedding health, safety, and environmental (HSE) principles across its organizational culture through robust safety management systems (occupational safety and process safety). Safety performance is further strengthened through targeted training programs (awareness and competence), safety awareness campaigns, emergency preparedness exercises, and digital initiatives aimed at enhancing occupational safety, process safety and emergency preparedness.

Aligned with the Human Development pillar of Qatar National Vision 2030.

QSG 10

## Enhance Corporate Governance

Strong corporate governance is critical to ensuring ethical conduct, regulatory compliance, and sustainable business performance. This goal supports transparency, accountability, and integrity across QAFCO’s operations.

**QAFCO’s Contributions:**

QAFCO strengthened its governance framework through annual legal and regulatory reviews. These reviews supported the continuous update of governance policies, procedures, and charters to ensure alignment with applicable laws and regulatory expectations. The Company maintained a strong stance on ethical conduct and compliance oversight, reinforcing responsible business practices across its operations.

Aligned with the Social Development pillar of Qatar National Vision 2030.



## QSG 11 Ensure Reliability of QAFCO's Operations

Operational reliability is essential to maintaining QAFCO's role as a leading global producer of fertilizers and a dependable supplier to international markets. This goal supports economic resilience and long-term business continuity.

### QAFCO's Contributions:

QAFCO sustained reliable operations with approximately 6 MMT of production, positioning the Company among the world's top three nitrogen producers and accounting for around 11% of the global export market. QAFCO continued supplying essential agri-nutrients to global markets while advancing plans to increase ammonia and urea production in a sustainable manner. These efforts balance operational growth with environmental and efficiency considerations, supporting global food security and economic stability.

Aligned with the Economic Development pillar of Qatar National Vision 2030.

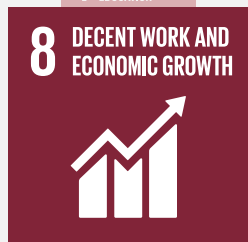
## QSG 12 Strengthen Qatar's Academic Sector

Supporting education, research, and skills development is vital to building national capacity and a future-ready workforce. This goal reflects QAFCO's commitment to knowledge transfer and long-term human capital development.

### QAFCO's Contributions:

QAFCO continued to strengthen its partnerships with academic institutions in Qatar through supporting internships, research collaboration, and talent development. Over the past three years, the company has hosted an average of 35 interns each year, giving students valuable practical experience. Sponsorships and internship opportunities are planned annually to align with future workforce needs and support the development of national talent.

Aligned with the Human Development pillar of Qatar National Vision 2030.



• QSG 13

## Support Qatar’s Human Capital Development

Developing national talent and leadership capability is critical to QAFCO’s long-term sustainability and Qatarization objectives. This goal supports workforce readiness, knowledge continuity, and leadership development.

**QAFCO’s Contributions:**

QAFCO advanced human capital development through structured leadership and capability-building initiatives aligned with organizational and national priorities. These included leadership assessments, blended learning development programs, talent development and mentorship programs, and leadership excellence programs for department managers and LEAD development programs for heads of sections. Additional initiatives such as supervisory development programs for frontline leaders and the implementation of training matrices supported systematic capability development across the organization.

Aligned with the Human Development pillar of Qatar National Vision 2030.

• QSG 14

## Promote Sustainable Local Spending

Sustainable procurement and local supplier development contribute directly to national economic resilience and in-country value creation. This goal reinforces QAFCO’s role as a responsible corporate contributor to Qatar’s economy.

**QAFCO’s Contributions:**

QAFCO strengthened sustainable local spending through responsible procurement practices aligned with QatarEnergy’s Tawteen Program. The Company focused on developing local suppliers, enhancing in-country value (ICV), and supporting national economic objectives. During the reporting period, QAFCO achieved 87% local procurement spending, meeting its target of 87%. The company aims to increase this to 92% by 2030, reinforcing its commitment to strengthening local economic contribution.

Aligned with the Economic Development pillar of Qatar National Vision 2030.

# Sustainability Governance Structure

QAFCO's sustainability governance framework defines how environmental, social, and governance priorities are embedded into decision-making and oversight across the organization. The framework is structured around the Board of Directors' oversight, Executive Management accountability, and the coordinated roles of the Corporate Sustainability Team and the Sustainability Committee, ensuring effective implementation, monitoring, and continuous improvement of the Sustainability Plan in line with QAFCO's strategic objectives and national sustainability commitments.



## Highlighted contributions include:

01

### HSEQ Division:

Provided structured updates on process safety, emergency preparedness, occupational health initiatives, and the Integrated Management System (including quality management), alongside safety culture enhancement programs.

02

### Technical Department:

contributed insights on energy efficiency, emissions reductions, and projects such as Advanced Process Control (APC), the Emission Management Platform, and the Zero Liquid Discharge Project.

03

### Innovation and Digitalization:

supported cybersecurity governance, asset integrity systems, and digital transformation projects enhancing efficiency and transparency.

04

### Legal and Compliance:

supplied updates on Code of Conduct training, conflict-of-interest declarations, legal workshops, and governance alignment with QatarEnergy.

05

### Supply Chain and Procurement:

provided information on responsible sourcing, contractor welfare governance, and sustainability-linked procurement practices.

06

### Strategy Department:

contributed to the Strategic Plan (2026–2030) review and value-ownership initiatives led across QAFCO.

07

### General Services:

Conducted initiatives and projects to save energy and reduce water consumptions in QAFCO buildings.

08

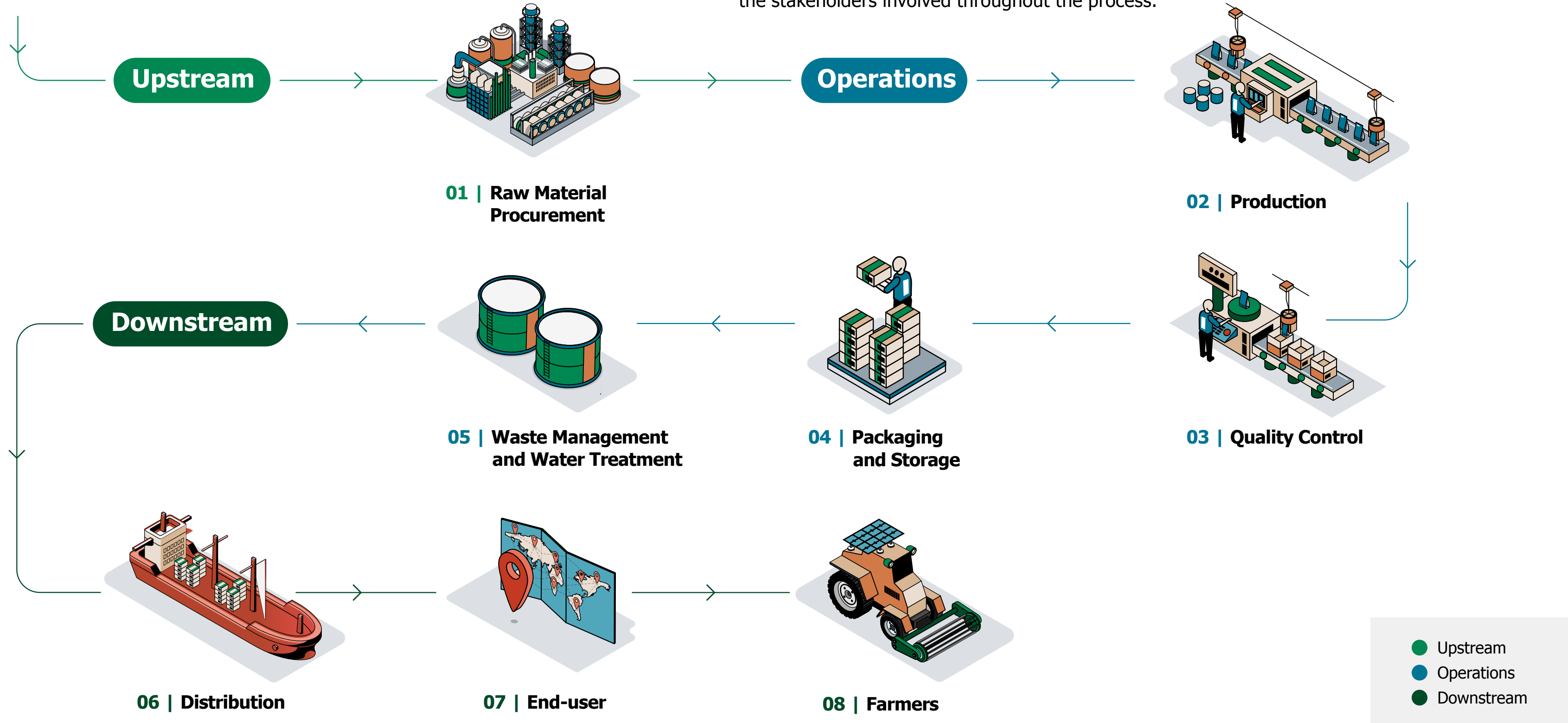
### HR & Learning and Development:

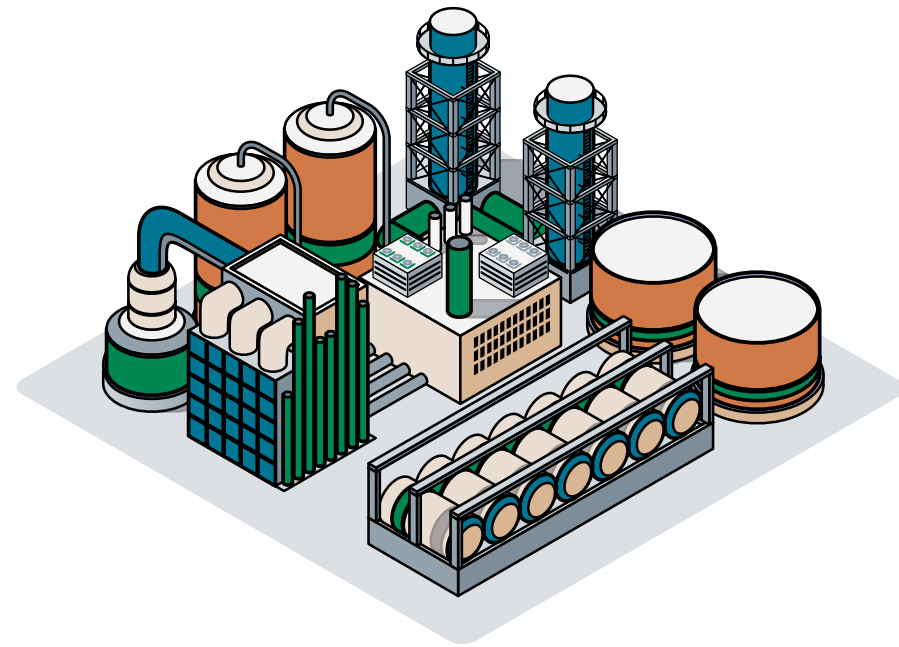
supported with employee training and development plans that help build internal capabilities and skills.

These are some of the departmental contributions ensured comprehensive ESG oversight and supported the continued implementation of QAFCO's Sustainability Plan. While contributions from selected departments are highlighted, all departments continue to play a vital role in supporting ESG oversight and the implementation of QAFCO's Sustainability Plan across the organization.

# QAFCO's Value Chain

QAFCO's value chain reflects the full journey of its products from sourcing raw materials to serving end users. This assessment maps the environmental and social impacts that occur at each stage and identifies the stakeholders involved throughout the process.



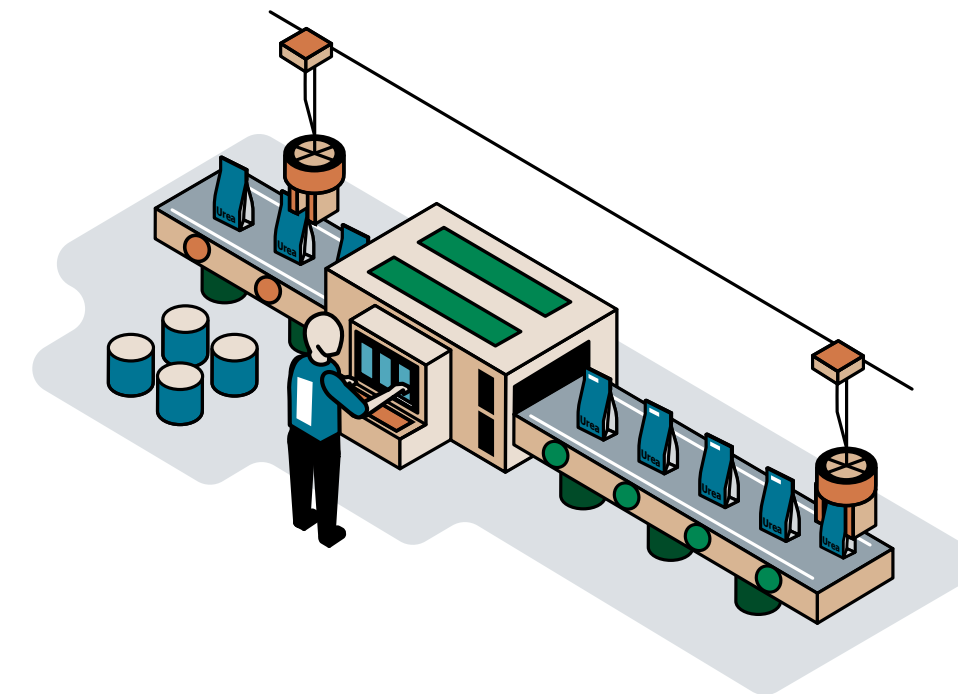


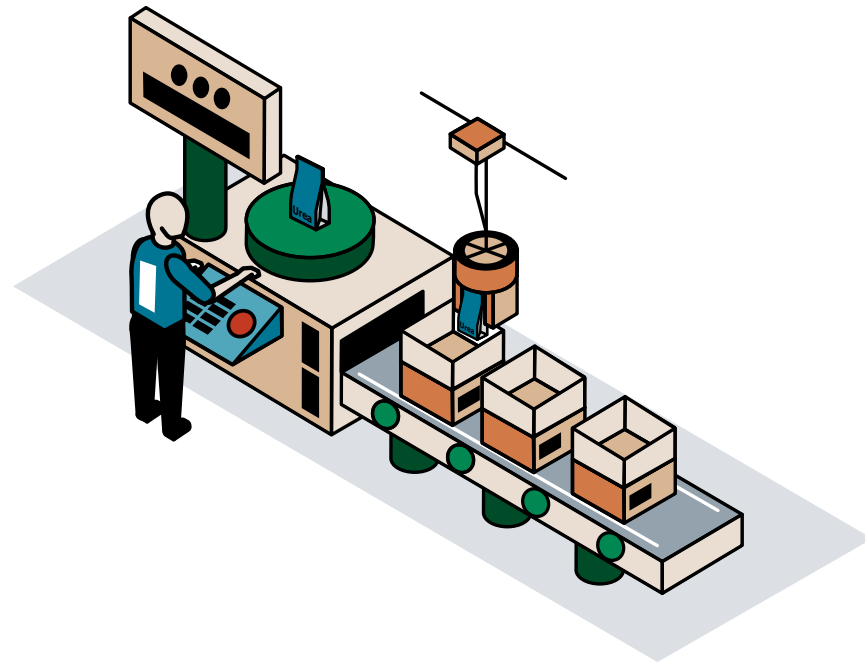
## 1. Raw Material Procurement

QAFCO uses natural gas supplied by QatarEnergy as the main feedstock for ammonia production, making this stage essential for stable and efficient operations. While the extraction and transport of natural gas can have environmental impacts, including air emissions and potential effects on marine ecosystems, it also supports national economic growth and employment. QAFCO operates in compliance with Consent To Operate (CTO) requirements and applicable regulations in the State of Qatar.

## 2. Production

QAFCO's production capacity is supported by six ammonia and urea plants, with steam and utilities supplied by the QAFCO Utility Plant and power and water provided by KAHRAMAA. Natural gas is converted into ammonia, which is then processed into urea as the main product. Part of the urea goes to Qatar Melamine Company (QMC) to produce melamine for laminates and adhesives, while another portion goes to Gulf Formaldehyde Company (GFC) to produce Urea Formaldehyde Concentrate (UFC). QAFCO also produces aqueous ammonia for NOx reduction. Energy management focuses on efficiency, heat recovery, and emission controls to reduce environmental impact. Production activities also involve a large technical workforce, emphasizing the importance of strong safety culture and careful operational oversight.



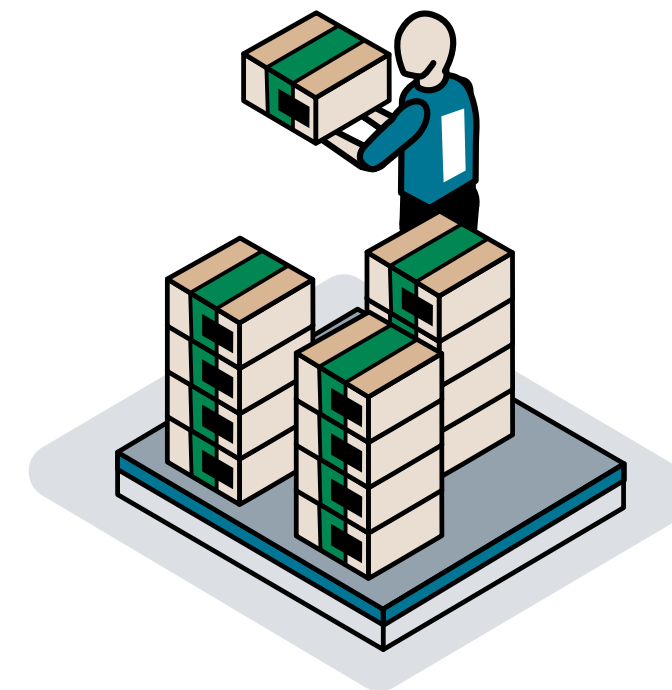


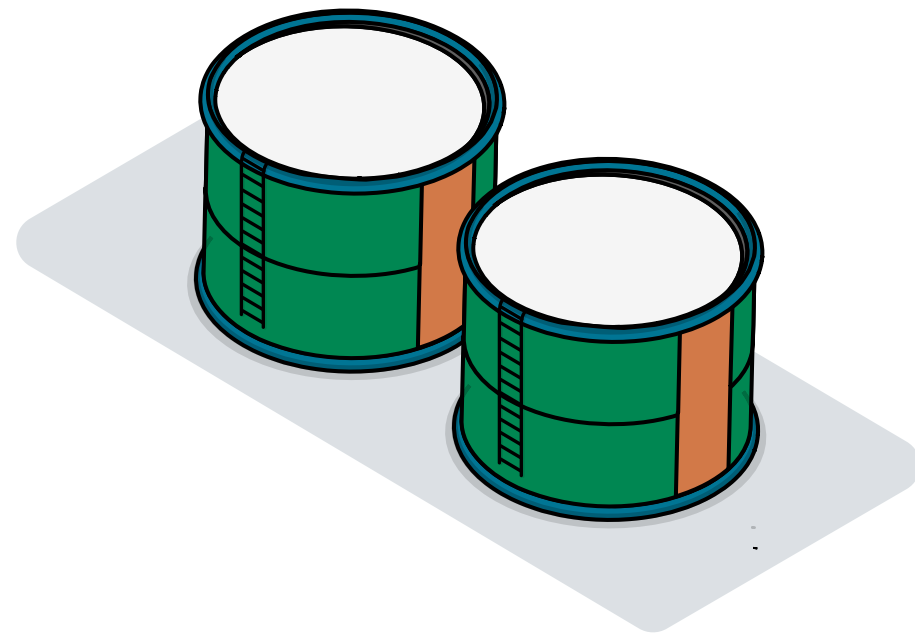
### 3. Quality Control

Throughout the manufacturing process, QAFCO applies rigorous quality control mechanisms to ensure that its products meet national and international standards. These measures help safeguard product integrity, build customer trust, and uphold market reputation. The process requires specialized laboratory activities, which contribute to time and resource use but ensure that fertilizers delivered to customers are safe, compliant, and reliable.

### 4. Packaging and Storage

Once production is completed, fertilizers are packaged and stored using high-quality materials that protect product integrity. This stage involves handling bulk materials and managing warehouse operations. While packaging can generate waste and requires responsible disposal, it also supports worker safety, operational reliability, and the overall preservation of product quality before shipment.



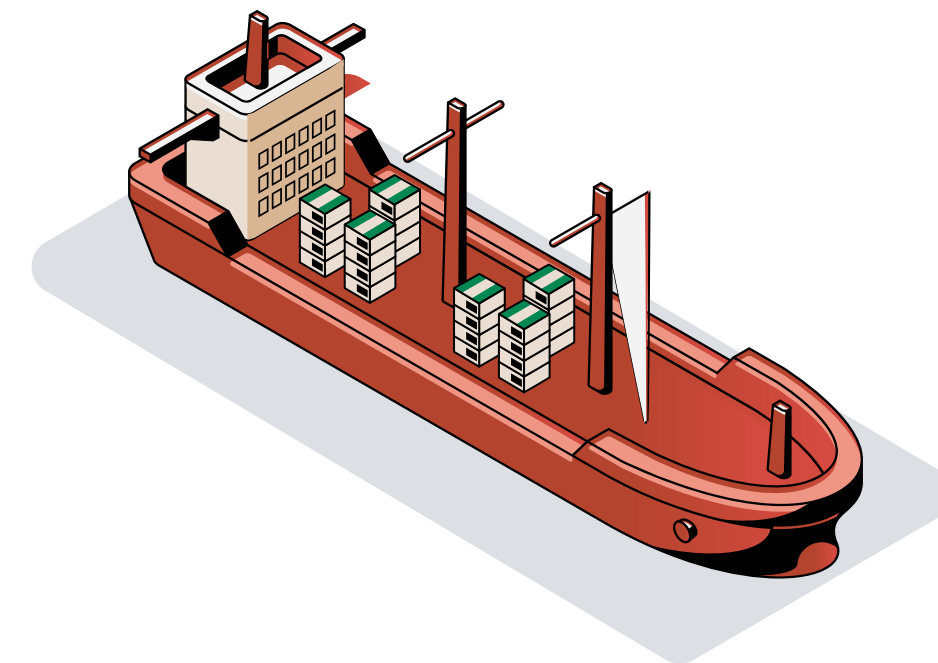


## 5. Waste Management and Water Treatment

Following production, waste streams and process water are managed through established treatment systems, including hazardous waste treatment conducted handling in coordination with specialized approved national facilities. This stage is essential to maintaining these processes help ensure compliance with environmental regulations, protecting protect community health, and ensuring maintain safe handling of materials. Waste and water treatment processes require energy and careful oversight, underscoring the importance of close monitoring, which is why continuous improvement remains a key focus.

## 6. Distribution

QAFCO distributes its products to domestic and international markets using trucks and ships and QatarEnergy is responsible for selling QAFCO's products through distributors. Efficient logistics help reduce fuel consumption and lower emissions, while transportation activities must be managed to minimize risks such as spills or exposure to emissions. Distribution supports economic growth and trade while requiring ongoing attention to safety and environmental responsibility across transport routes.



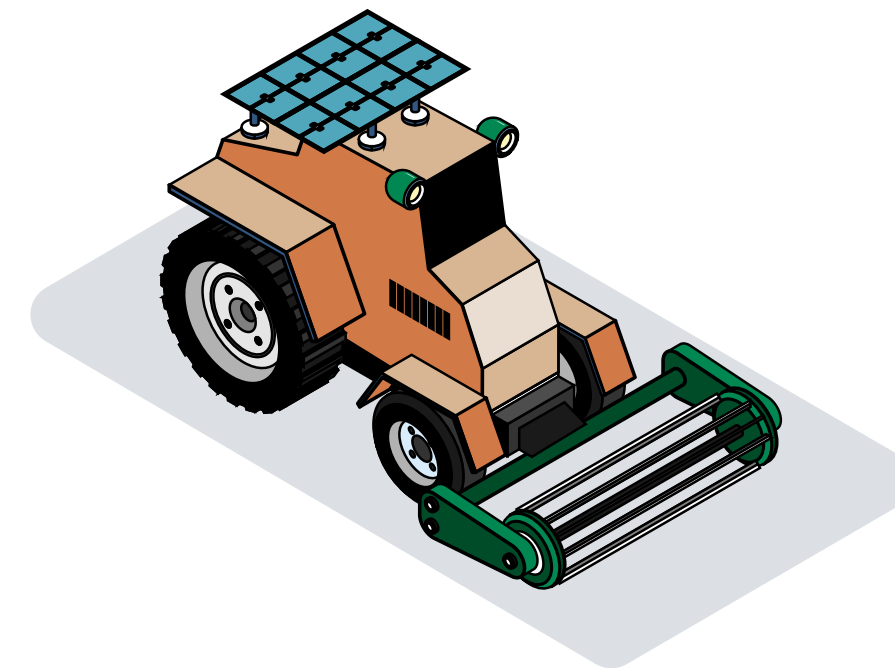


## 7. End Users

QAFCO's products serve both agricultural and industrial needs. Ammonia and urea are mainly used to support agricultural productivity, while melamine is used in laminates and adhesives. Aqueous ammonia is applied in NOx reduction processes, and UFC is used to improve the strength and quality of urea. While these applications bring clear benefits, such as improved agricultural efficiency and support for industrial processes, their use can also be associated with environmental impacts like water pollution and soil degradation if not properly managed.

## 8. Farmers Stage

At the final stage of the value chain, farmers play a critical role in translating QAFCO's products into agricultural outcomes through on-farm application and management practices. Effective fertilizer use supports improved crop yields and agricultural productivity, contributing to food security and community well-being, while improper handling or application may increase environmental or health risks. QAFCO recognizes the importance of responsible fertilizer use at this stage and remains committed to supporting farmers through good agricultural practices and awareness efforts that promote safe, efficient, and sustainable application.



# Sustainability Governance Structure

## Board Oversight and Corporate Governance Framework

The QAFCO Board of Directors (BoD) holds primary responsibility for supervising the company's sustainability agenda. The Board reviews and approves the Sustainability Plan, monitors overall progress, and provides strategic direction.

Supporting the Board, the Corporate Governance Committee ensures that governance structures function effectively, conducts periodic reviews, and evaluates the Board's performance through established governance processes.

The Business Audit Committee oversees the integrity of reporting and ensures compliance with regulatory requirements, including ESG-related disclosures.

Complementing this oversight, the Enterprise Risk Management (ERM) Committee integrates ESG risks into QAFCO's broader risk management framework, providing advice on risk mitigation and preparedness.

## Executive Management Role in ESG Implementation

QAFCO's Executive Management Team oversees day-to-day execution of the Sustainability Plan. They ensure the delivery of strategic objectives, conduct quarterly performance reviews, and address operational challenges. Executive Management plays a central role in ensuring organization-wide coordination, maintaining alignment with shareholder expectations, and promoting accountability for sustainability performance.

## Sustainability Committee

The Sustainability Committee, first introduced in 2024, continues to operate in 2025 with the same structure and mandate. The Committee brings together heads of key operational and corporate functions including Operations, Technical, Strategy, Public Relations, Legal, Environment, ER and Security, Supply Chain, and Office Administration. The Committee supports the Company's ESG agenda by identifying sustainability initiatives that align with and advance the goals set out in the Sustainability Plan.

## Cross-Functional Contribution to Sustainability Governance

In 2025, sustainability governance continued to rely heavily on collaboration across QAFCO functions. Departments provided structured inputs, supported data validation, and contributed to progress assessments for their respective ESG plans and initiatives. This cross-functional support played a key role in advancing the Sustainability Plan.



05

# Environmental Stewardship

# Energy, GHG Emissions and Air Quality

QAFCO continues to enhance its environmental performance by focusing on energy efficiency, emissions reduction, and responsible air quality management across its operations. Throughout 2025, the Company advanced several initiatives that support its long-term GHG emissions reduction vision, strengthen resource optimization, and ensure compliance with national regulations. These efforts reflect QAFCO's integrated approach to sustainability, where operational excellence, safety, and environmental stewardship work hand-in-hand to deliver measurable impact.

QAFCO is certified to internationally recognized standards, including ISO 14001 and ISO 50001, demonstrating its commitment to environmental management and energy performance improvement, as well as reducing greenhouse gas emissions.



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## Energy Management

From 2024 to 2025, total energy consumption declined reflecting a modest improvement in overall energy use.

Indicator	2023	2024	2025
Total Energy Consumption (GJ)	181,358,063.45	179,991,910.86	182,632,903.39
Energy Intensity (GJ/tonne)	28.36	28.27	28.29



### Case Study: Updating QAFCO Technical RoadMap (QTRM)

In 2025, QAFCO revised its earlier QTRM proposal and presented new targets focused on Energy Efficiency Improvement and Emission Reduction.

#### Energy Efficiency Improvement:

A project was awarded to improve the efficiency of six compressor trains, which is expected to save the equivalent of 150 t/h of steam and reduce about 0.23 million tons of CO<sub>2</sub>. Another study completed in 2025 examined options to increase power generation capacity by 100 MW from the existing facility without increasing fuel consumption or related emissions—equivalent to roughly 0.5 million tons of CO<sub>2</sub> per year (Scope 2)—and with a direct benefit to the plant’s carbon intensity.

#### Emission Reduction:

The initiatives above indicate a combined CO<sub>2</sub> reduction potential of approximately 0.73 million tons per year (Scope 1 + Scope 2), along with notable reductions in NOx emissions. In addition, the installation of new nozzle technology in Urea- 4’s granulation unit significantly reduced urea dust emissions from the vent stack.

### Case Study: Energy Management Platform (Phase 2)

QAFCO is developing an Energy Management Platform to measure and track energy consumption across major plant systems. The platform will enhance efficiency by providing real-time insights, improving data accuracy, and supporting energy reduction initiatives. By streamlining reporting and enabling data-driven decision-making, the system is designed to optimize energy use, reduce costs, and strengthen progress toward sustainability targets. Expected to be completed by 2026.

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## Greenhouse Gas (GHG) Emissions

QAFCO's Scope 1 emissions consist mainly of Carbon Dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>), and Nitrous Oxide (N<sub>2</sub>O), while Scope 2 emissions are associated with imported electricity. Reducing GHG emissions remains a key focus of QAFCO's sustainability efforts, with the Sustainability Plan placing particular emphasis on managing Scope 1 emissions from production processes and combustion sources.

QAFCO's direct (Scope 1) emissions remained relatively stable between 2023 and 2024, reflecting operational consistency and ongoing energy efficiency measures. In 2025, Scope 1 emissions increased by approximately 6.8%, largely due to the increase in flaring and venting events in 2025 compared to 2024 and increased process emissions. Indirect (Scope 2) emissions continued to rise steadily over the three-year period. As part of its long-term goals, QAFCO is targeting a 15% reduction in GHG emissions intensity by 2035.

### GHG Emissions (Metric Tonnes)

Indicator	2023	2024	2025
Scope 1	5,114,189	5,053,165	5,400,362
Scope 2	226,966	249,464	260,087
<b>Total</b>	<b>5,341,155</b>	<b>5,302,629</b>	<b>5,660,449</b>



### Case Study: QAFCO 7 Progress

The project remains one of QAFCO's most significant investments in enhancing Blue Ammonia production. Once in operation, the facility will also contribute to improving QAFCO's CO<sub>2</sub> intensity.

# 2025

Project reached 98.03% completion, with system updates supporting integration and operational readiness.

# 2026

Final construction, commissioning, and plant integration activities will be completed.

Post

# 2027

Ammonia 7 project expected to start operations.

CCS project implementation to enable Blue Ammonia production and reduce CO<sub>2</sub> intensity.



## Air Quality

QAFCO monitors and manages air emissions in line with national environmental regulations, internal standards, and technological best practices. Emissions associated with NO<sub>x</sub>, SO<sub>x</sub>, and VOCs continue to be tracked closely, supported by real-time monitoring systems and operational programs designed to detect and mitigate sources of emissions.

Indicator	2023	2024	2025
NO <sub>x</sub> (Metric Tonnes)	2,172	2,804.32	2780
SO <sub>x</sub> (Metric Tonnes)	1,004	1,741	1470
VOC (kg)	5,480	4,044	106



### Case Study: LDAR Program

Since 2023, QAFCO has been implementing a five-year Leak Detection and Repair (LDAR) program to monitor methane and fugitive VOC (Volatile Organic Compounds) emissions across its facilities. The program uses advanced detection technologies to identify and repair leaks early, helping reduce pollutant releases and product losses. LDAR also supports regulatory compliance and helps prioritize maintenance activities as part of QAFCO's air quality management efforts. As a result, VOC emissions decreased from 5,480 Kg in 2023 to 4,044 Kg in 2024, and further dropped to 106 Kg in 2025.

### Case Study: Continuous Emission Monitoring System (CEMS)

Since January 2025, QAFCO has relied on validated CEMS data generated from 21 emissions stacks across its operations, captured continuously and processed through defined QA/QC, calibration, and validation procedures. These real-time, traceable datasets support transparent environmental reporting, enhance compliance with Ministry of Environment and Climate Change (MoECC) requirements, and strengthen the accuracy of emissions calculations. CEMS enables QAFCO to detect deviations the moment they occur, triggering timely corrective actions that reduce the duration and magnitude of emission events. This contributes directly to improved environmental performance, fewer regulatory risks, and evidence-grade reporting for audits and compliance submissions.

# Water Management

QAFCO continues to strengthen its approach to sustainable water management, recognizing water as a critical input for ammonia and urea production and a key environmental priority. The Company focuses on regulatory compliance, operational efficiency, and responsible water use across its facilities, in alignment with the Consent to Operate (CTO) issued by the Ministry of Environment and Climate Change (MoECC).

QAFCO primarily withdraws seawater, which is used predominantly for cooling purposes and subsequently returned to the sea in accordance with regulatory requirements. A limited portion of seawater is used for desalination to support operational needs. Cooling water quality is routinely monitored and tested to ensure compliance with MoECC-stipulated parameters, reaffirming QAFCO's commitment to environmental protection and regulatory adherence.

Process wastewater management differs across facilities. For QAFCO 1–4, process wastewater is treated and discharged to the sea in compliance with the CTO. For QAFCO 5–6, thermal concentrators are utilized, and no process wastewater is discharged to the sea. Sanitary wastewater is treated on site and is predominantly reused for irrigation purposes.

Prior to any discharge, wastewater is treated at QAFCO facilities and analyzed against MoECC-issued CTO limits. QAFCO conducts regular monitoring of key effluent quality parameters, including pH, BOD (Biochemical Oxygen Demand), COD (Chemical Oxygen Demand), TSS (Total Suspended Solids), NH<sub>3</sub>-N, free residual chlorine, sulphides, and heavy metals such as chromium and lead, to ensure full regulatory compliance.



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In 2025, QAFCO recorded total water consumption of 19.68 million cubic meters, compared to 18.25 million cubic meters in the previous year, mainly due to additional water use associated with the new desalination plant. Total water discharged amounted to 1,260.23 million cubic meters, all managed in accordance with applicable regulatory requirements and the total water recycled has increased to reach 64.27 million cubic meters.

QAFCO's long-term focus remains on strengthening water efficiency, minimizing environmental impact, enhancing wastewater treatment practices, and ensuring transparent, compliant water stewardship across all operations.

### Water Withdrawal, Discharge and Consumption

Indicator (Million m <sup>3</sup> )	2023	2024	2025
Water Withdrawn from the Sea	1,306.45	1,319.79	1,278.74
Total Water Discharged to seawater	1288.29	1301.83	1,260.23
Total water consumption from all areas	18.8	18.25	19.68



### Case Study: Zero Liquid Discharge (ZLD) Project

To meet MoECC environmental requirements and eliminate liquid effluent discharge, QAFCO is developing a Zero Liquid Discharge (ZLD) system at the QAFCO 1–4 site. The project will treat process wastewater and circulate it back into operations, supporting circular use of water resources and reducing reliance on external supply.

Once fully operational, the ZLD facility will recover process effluents and convert them into demineralized and irrigation water for reuse across the complex. The project has progressed through cross-departmental coordination and collaboration with specialized technology partners, remaining on schedule for completion in 2026.

Beyond regulatory compliance, the ZLD project demonstrates QAFCO's commitment to responsible resource management by optimizing water use, improving environmental outcomes and reinforcing industry leadership in sustainability.

### Water Stewardship Beyond Operations

QAFCO's water management approach extends beyond operational use to include administrative and office facilities through employee awareness initiatives. In 2025, an Energy and Water Conservation campaign was launched to reduce unnecessary consumption by encouraging responsible daily practices through visible and engaging sticker reminders.

The campaign was implemented across offices under the cross-collaboration between General services, Environment, and Housing departments.

Year	Water consumption in General Area Buildings (m3)
2023	17,998
2024	21,463
2025	19,789

# Waste Management

QAFCO continues to strengthen its waste management practices by focusing on responsible disposal, improved recycling, and compliance with regulatory requirements. The company's approach aims to minimize environmental impacts while enhancing operational efficiency across all facilities. Waste streams, both hazardous and non-hazardous are managed in accordance with the Ministry of Environment and Climate Change (MoECC) requirements, ensuring safe handling, tracking, and disposal.

Total waste generation at QAFCO has declined steadily over the three-year period, decreasing from 6,572 tonnes in 2023 to 5,395 tonnes in 2024 and further to 4,351 tonnes in 2025. Waste sent to disposal also fell significantly from 5,616 tonnes in 2023 to 5,109 tonnes in 2024 and 3,584.7 tonnes in 2025, indicating improved waste management performance. Although waste diverted from disposal dipped in 2024 before rising again in 2025, the overall trend reflects reduced waste volumes and continued commitment to recycling hazardous materials.

## Waste Generated and Disposed (Metric Tonnes)

Indicator	2023	2024	2025
Total Waste Generated	6,572	5,395	4,351
Total Waste Diverted from Disposal	956	286	766.6
Total Waste Directed to Disposal	5,616	5,109	3584.7

## Hazardous Waste (Metric Tonnes)

Indicator	2023	2024	2025
Hazardous Waste Generated	764	228	764
Hazardous Waste Recycled	764	228	764



### Case Study:

#### Reducing the Onsite Storage Time of Hazardous Wastes

To comply with QAFCO's Consent to Operate (CTO) permit which requires hazardous waste to be treated or disposed of within 90 days, the company expanded its recycling and disposal network to ensure timely waste movement. Through newly established frame contracts with licensed facilities inside Qatar and approved disposal authorities overseas, QAFCO improved processing times and strengthened compliance with MoECC requirements.

By leveraging existing five-year agreements with contractors and recyclers, QAFCO successfully reduced the onsite storage period of hazardous waste to 50 days, well below the regulatory limit. Typical waste streams processed under this initiative include spent catalysts, lubricants, and used lead-acid batteries.

- **Environmental Benefit:** Improved recycling, reduced storage risks, and enhanced compliance.
- **Financial Benefit:** Recyclers compensated QAFCO for certain waste streams, generating value based on market metal prices.

### Case Study:

#### Improving Waste Segregation and Recycling

In 2025, QAFCO improved its waste segregation system to increase recycling, make collection easier, and ensure responsible disposal across office areas. New steel bins, sorting bags, and upgraded collection services were introduced to help employees separate waste correctly from the start.

This initiative strengthened internal waste management, increased employee awareness, and supported QAFCO's sustainability goals by reducing landfill waste and improving recycling rates.



06

**Empowering  
People**

# Employment Practices

## Business Ethics and Transparency

QAFCO is committed to upholding the highest standards of integrity, fairness, and transparency in all its business operations. The foundation of the Company's approach to Business Ethics and Transparency is its Code of Conduct, which mandates that all employees act responsibly, adhere to applicable laws, and foster ethical relationships with stakeholders. QAFCO promotes a culture of open communication, accountability, and a strict zero-tolerance policy for unethical behavior, fully aligning with the governance principles of QatarEnergy.

In 2025, QAFCO made significant strides in enhancing its ethical culture and transparency practices through several key initiatives. The Company conducted a Code of Conduct Training Program for all employees and long-term contractors to reinforce their understanding of ethical responsibilities. Additionally, QAFCO continued its Conflict-of-Interest Declaration process to ensure transparency and accountability across all divisions. To further enhance communication and awareness, monthly Legal and Compliance posters were distributed, and annual legal workshops were held. Internal engagement was promoted by sharing key legal and compliance updates during internal legal meetings, fostering a deeper understanding among employees.

Looking ahead, QAFCO is dedicated to further strengthening its culture of ethics, integrity, and transparency across all operations. Key commitments for 2026 include continuing the Code of Conduct Training Program for all employees and contractors to sustain ethical awareness, enhancing the Conflict-of-Interest Declaration and monitoring process to ensure complete transparency, expanding legal and compliance awareness campaigns through monthly posters and annual workshops, and reviewing ethical standards and policies to ensure alignment with QatarEnergy's governance framework and best practices.



### Case Study: Strengthening Ethical Conduct and Anti-Corruption Awareness Across QAFCO

In 2025, QAFCO's Legal and Compliance function continued to reinforce a strong culture of integrity through coordinated efforts that focused on ethical behavior, transparency, and anti-corruption awareness. These initiatives targeted employees and long-term contractors, ensuring that expectations related to conduct and accountability were clearly understood and consistently applied across the organization.

#### Key actions included:

- Rolling out a comprehensive mandatory Code of Conduct training program, supporting employees and contractors in understanding ethical expectations, responsible decision-making, and QAFCO's governance principles.
- Introducing a formal Conflict-of-Interest Declaration process to enhance accountability and ensure clarity on roles and responsibilities.
- Launching ongoing Legal and Compliance awareness campaigns, including monthly communication materials shared internally to reinforce key messages on ethics, transparency, and responsible conduct.
- Delivering targeted anti-corruption and anti-bribery awareness sessions, supported by enhanced internal controls and updated policies to ensure alignment with national regulatory requirements and QatarEnergy's governance framework.

#### Outcome:

These integrated efforts improved employees' understanding of both ethical and anti-corruption requirements, strengthened internal vigilance, and promoted a speak-up culture by reinforcing QAFCO's zero-tolerance stance on misconduct. Together, these actions contributed to a more transparent and accountable working environment, supporting QAFCO's long-term governance and compliance objectives.

## Whistleblowing and Grievance Mechanisms

QAFCO's whistleblowing and grievance framework provides employees, contractors, and stakeholders with a secure and confidential means to report misconduct, unethical behaviour, or non-compliance. Reports may be submitted anonymously and are assessed through a structured review process designed to ensure impartiality and confidentiality. A strict zero-retaliation policy protects individuals who report concerns in good faith. Appropriate corrective actions are taken when cases of retaliation or verified misconduct are identified.

QAFCO has further enhanced this mechanism through structured governance tools, standardized documentation workflows, and consistent monitoring of resolution timelines, strengthening transparency and reinforcing stakeholder confidence in the grievance management process.

## Qatarization

In alignment with Qatar National Vision 2030, which emphasizes social development through cultural preservation and social cohesion, QAFCO is committed to advancing Qatarization objectives. The Company prioritizes the development and integration of Qatari nationals into the workforce.

Between 2023 and 2025, QAFCO continued to advance national talent development, with the number of Qatari employees increasing from 282 to 312. Growth was not only in overall recruitment but also in leadership pathways, as the number of Qataris in Senior Management and Middle Management roles increased in 2025. This growth reflects QAFCO's sustained commitment to capability building, progression opportunities, and long-term workforce localization. Steady growth at the staff level further demonstrates successful attraction and retention of Qatari talent, reinforcing the company's contribution to national workforce development and future leadership readiness.

QAFCO also supported career growth through higher-education opportunities, structured development pathways, and partnerships with educational institutions to offer internships and outreach activities.

Looking ahead to 2026, QAFCO is committed to enhancing its Qatarization practices by developing long-term plans that align with anticipated organic growth. The Company aims to promote itself as an Employer of Choice by building relationships with technical academic institutions and QatarEnergy, as well as providing internship opportunities for students. Specific commitments include:

1. Intake of sponsorship students and vocational trainees.
2. Promotion of QAFCO and the Energy Sector at university career fairs.
3. Conducting school visits to raise awareness of QAFCO and the Energy Sector.

Year	2023	2024	2025
Total number of Qataris	282	286	312
Number of Qatari - Senior Management	5	5	6
Number of Qatari - Middle Management	44	41	50
Number of Qatari - Staff	233	240	256
Sponsored students (Cumulative of University and Vocational sponsorship)	43	45	54



## Employment Practices

QAFCO continued to strengthen its workplace practices through a holistic approach to people management. Key priorities included reinforcing human rights and labor standards, advancing diversity and inclusion initiatives, introducing a structured competency framework, and enhancing succession planning and talent development programs. The company also conducted an employee engagement survey in 2025 to capture workforce feedback and support greater employee satisfaction and participation.

### Breakdown of Total Workforce

Year	2023	2024	2025
Part-time Employees	0	0	0
Full-time Employees	1,212	1,265	1,335
Permanent Employees	1,212	1,265	1,335

### Gender

Year	2023	2024	2025
Male	1,149	1,200	1,267
Female	63	65	68

### Breakdown of New Hires

Year	2023	2024	2025
Total New Hire	50	104	106

### New Hires by Age Group

Year	2023	2024	2025
Under 30 Years Old	22	27	45
Between 31-50 Years Old	25	77	59
Over 50 Years Old	3	0	2

### New Hires by Gender

Year	2023	2024	2025
Male	41	98	102
Female	9	6	4



# Learning and Development

QAFCO is dedicated to enhancing its training and education practices, ensuring that employees are equipped with the necessary skills and knowledge to excel in their roles. To support this commitment, the Company has established several governance documents that provide oversight and standardization for related processes.



## The Learning and Development Manual

Serves as a comprehensive guide for implementing learning and development initiatives, addressing key areas such as Qatarization, further studies (including sponsorship and scholarship opportunities), national development programs, and internships.



## The Succession Management Manual

Outlines the processes for Talent Management and Succession Planning, ensuring that the organization is prepared for future leadership needs.



## The QAFCO Competency Framework Manual

Outlines the established competency framework and serves as a guide for competency assessment and development, ensuring the organization's capability to develop its people in alignment with its business vision, mission, and strategy.



## The QAFCO-Teaches-QAFCO Procedure

Facilitates the transfer of knowledge and skills throughout the organization.



## The Identification, Execution, and Evaluation of Training Needs Procedure

Provides a structured approach for identifying and implementing training requirements.



## Registration and Evaluation of Training Vendors Procedure

Provides guidance on managing training vendors, ensuring high quality training deliverables.

### The Sponsorship and Scholarship Program Procedures

established a comprehensive framework for the academic and professional development of Qatari nationals. This initiative supports candidates pursuing both vocational certifications and higher education degrees, ensuring they are fully equipped with the competencies required for various positions at QAFCO.

### People Development and Leadership Capability Building

During the reporting year, the Learning and Development (L&D) function achieved several significant milestones that strengthened QAFCO's human capital and supported the organization's long-term sustainability objectives. Guided by the QAFCO Competency Framework, L&D delivered structured development initiatives across core, leadership, and technical competencies to ensure employees are equipped with the capabilities required to achieve the company's strategic goals.

### Leadership Development

To reinforce leadership excellence across all levels of the organization, L&D successfully conducted comprehensive leadership assessments for Chief Officers, Department Managers, Heads of Section, and High Potential (HiPo) employees. These assessments provided deep insights into leadership strengths and development priorities.

Building on these results, L&D implemented blended learning programs tailored for each leadership tier, integrating assessments, virtual learning, classroom sessions, and on-the-job development. This structured approach ensures a consistent leadership pipeline that aligns with QAFCO's culture, values, and future capability needs.

In addition, a customized Supervisory Development Program was launched to address the unique operational challenges faced by QAFCO's frontline leaders. This program enhances supervisory capabilities, decision-making, and people management skills, ensuring strong leadership presence at the operational level.

### Technical Competency Development

In line with the company's commitment to continuous upskilling, technical competency assessments were carried out across the entire workforce. These assessments established a clear baseline of current capabilities and identified individual and organizational development needs.

To further empower employees, the Individual Development Plan (IDP) process was introduced enabling employees to prioritize key areas of development. This ensured that employees remain accountable towards their own development. Henceforth, a comprehensive learning matrix has been developed to prioritize learning at each an every level and position to enhance capabilities across the organization.

### Average Training Hour Per Employee

Indicator	2023	2024	2025
Training hours	16.9	18.77	28.71

Notwithstanding the above, the Company will continue to implement initiatives and/or interventions to continue to enhance capabilities across the organization.

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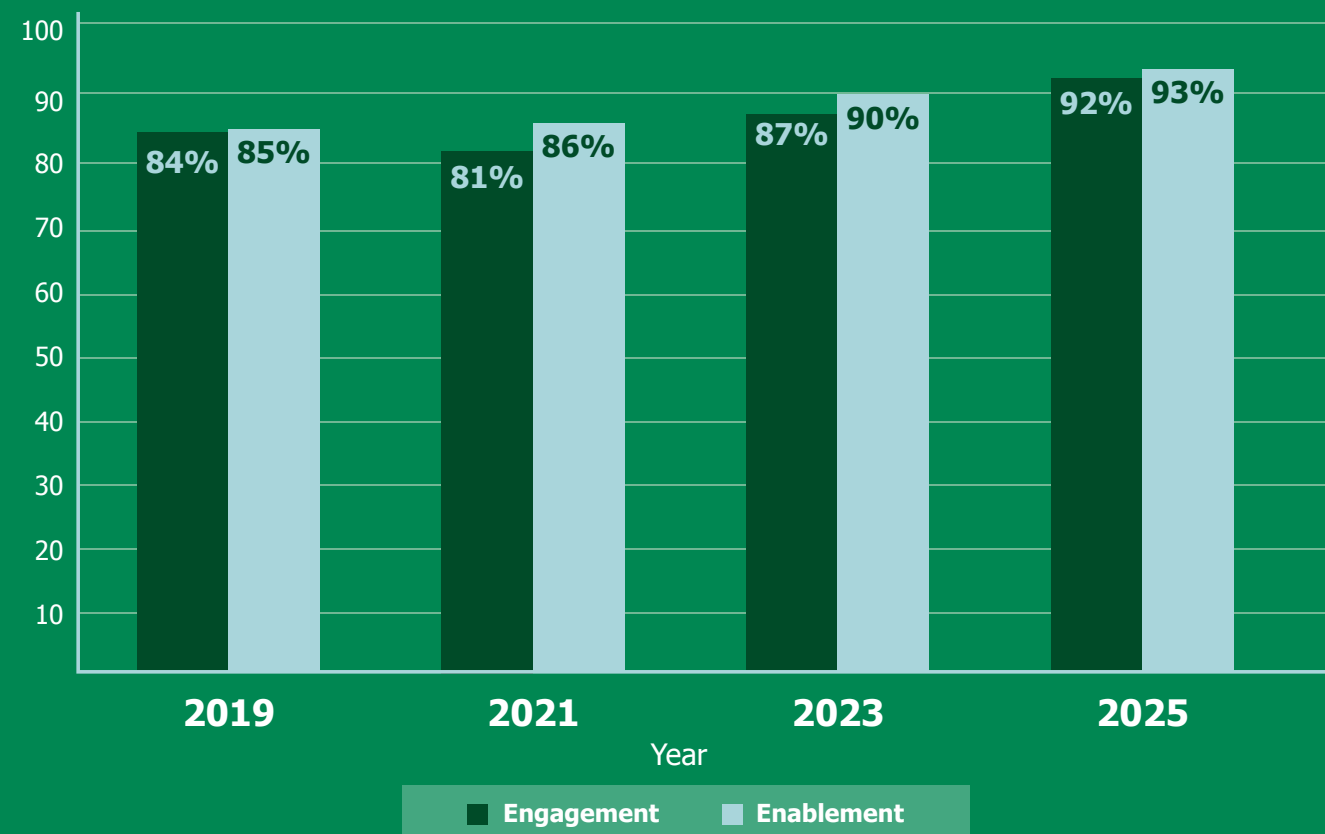


### Case Study: Employee Engagement Survey

The QAFCO Employee Engagement Survey is a cornerstone strategic initiative designed to evaluate the workforce’s alignment with the company’s vision, values, and operational objectives. Conducted biennially by an independent external agency to ensure maximum objectivity and confidentiality, the survey serves as a vital diagnostic tool for measuring both employee engagement and enablement levels.

Over the past four survey cycles, QAFCO has seen a consistent upward trend in these key metrics. This steady progress is a direct reflection of sustained leadership commitment and taking intentional, consistent actions to address identified gaps that impact employees’ experience.

#### QAFCO Engagement and Enablement Progression



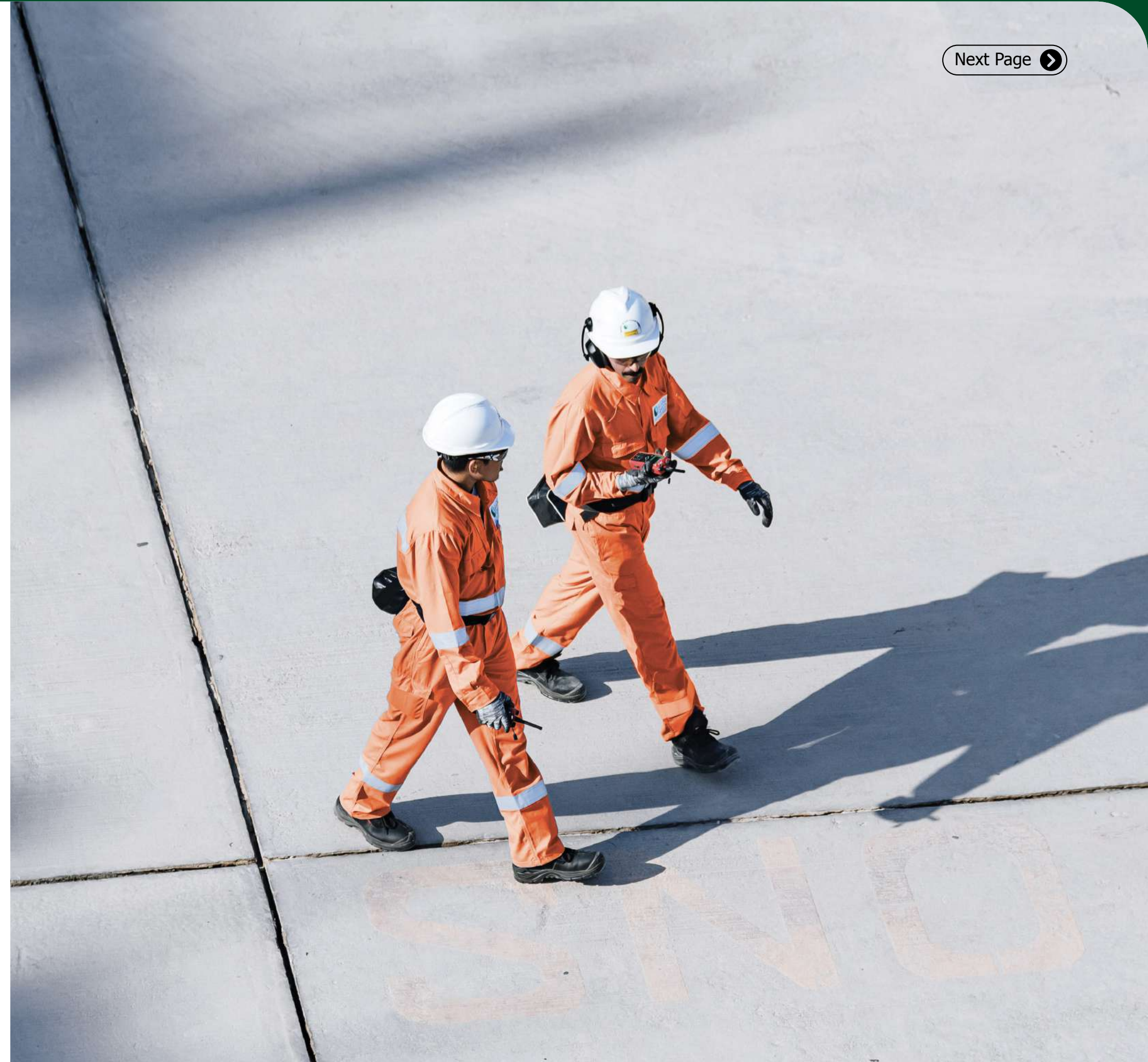
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# Health, Safety and Wellbeing

QAFCO continues to place strong emphasis on health, safety, and the environment (HSE), ensuring a safe and sustainable workplace for employees, contractors, and stakeholders. This commitment is supported by key international certifications—such as ISO 45001:2018 for Occupational Health and Safety, RC 14001:2023 for Responsible Care, and the IFA Product Stewardship Excellence Certificate—and by full alignment with QatarEnergy’s safety requirements, Qatar Civil Defence regulations, and global standards including Occupational Safety and Health Administration (OSHA), Center for Chemical Process Safety (CCPS), National Fire Protection Association (NFPA).

Building on this foundation, 2025 saw a focused effort to enhance overall safety culture and maturity within QAFCO. This includes Process Safety Management (PSM) capabilities through specialized training programs informed by ongoing competency assessments. These sessions helped deepen understanding of risk-based process safety and reinforced operational discipline across the business.

Alongside capability development, QAFCO continued to invest in enhancing safety through the Road Beyond Zero (RBZ) initiative. Workshops, awareness sessions, and the “My Safety Journey” campaign highlighted shared responsibility and encouraged safe behaviours at work and at home. A dedicated safety video further amplified these messages, helping sustain a strong, engaged, and safety-focused workforce.



## Key Initiatives of 2025

### Process Safety Competency Development Program

The Company delivered a comprehensive process-safety curriculum to strengthen technical and leadership competencies. Core training modules included:

2025 Training Module	Employees Trained
Safety in Design	109
Safety in Plant Operations and Maintenance	156
Effective Writing of Operating and Maintenance Procedures including Process Hazard Analysis	138
Process Safety Leadership and Barrier Management	104
Process Safety Management Lead Internal Auditor	11

In addition, 950 employees completed internal PSM Awareness training. All sessions were run by certified external trainers together with qualified HSEQ personnel, standardizing knowledge, improving operational discipline and ensuring staff are better equipped to manage process risks.

### Process Safety Performance: Sustaining Zero Tier 1 and Tier 2 Incidents

A coordinated set of initiatives—aligned with CCPS Risk-Based Process Safety (RBPS) principles and implemented across operations, maintenance, technical, and HSE teams—focused on enhancing PSM elements, strengthening risk management (including barrier management for major toxic release scenarios), building competency through targeted training and workshops, and ensuring PSM compliance.

This included the timely closure of internal PSM audit actions, completion of quantitative risk assessment actions, and the introduction of a Management of Change (MOC) compliance audit.

Together, these actions materially improved risk controls and safety culture, helping sustain zero Tier 1 and Tier 2 incidents in 2025.

### Enhancing Safety Training and Digitalization

A gap assessment against QatarEnergy standards and procedures led to the review and update of safety training content to enhance competency assurance and knowledge retention, incorporating more visuals, animations, and videos to improve engagement and understanding. Selected modules were updated and digitalized, with each module now including short quizzes to verify learning.

Key updated trainings include safety briefings (featuring the QAFCO LSR video), defensive driving, safe lifting and rigging, fire watch, confined-space standby, and PTW Issuer/Executor.

These programs have been delivered through SAP Success Factors (fully digitalized where applicable) and linked to individual learning histories to strengthen compliance, traceability, and auditability. Assessments are conducted through the LMS or MS forms to ensure effectiveness.

## Recognition and Rewards for Safety Performance

To encourage greater participation and ownership in safety, the Company introduced a series of recognition and reward programs to employees and contractors. These included:

- 01 | Weekly best safety observation reporting
- 02 | Monthly division-level best safety performer awards
- 03 | Competitions for near-miss/unsafe condition submissions and for practical safety-improvement ideas

These initiatives helped boost frontline engagement, strengthened the safety culture, and generated valuable observations and improvement actions that were successfully implemented across multiple sites.

## Emergency Preparedness and Security Drills Program

Emergency and security readiness were strengthened via a single annual drills calendar covering all operational sites, with scenarios derived from the Quantitative Risk Assessment (QRA). Drills tested response strategies, communications, and coordination with internal and external responders. The Security Drills Program was expanded, and emergency response drills were conducted twice monthly to sustain readiness and reinforce resilience.



## Roll-Out of the 20 RBPS (CCPS) Elements

QAFCO rolled out the 20 Risk-Based Process Safety (RBPS) elements from the Center for Chemical Process Safety (CCPS) to strengthen its process safety management and align with international best practices. The initiative focused on improving safety culture, operational discipline, and workforce competency through gap assessments, updated procedures, targeted training, and integrated audits. This structured approach led to notable improvements in safety performance, including zero Tier-1 and Tier-2 incidents, reinforcing QAFCO's commitment to proactive risk management and operational excellence.

- 01** | Systematic integration of all RBPS elements across operations
- 02** | Targeted training to enhance process safety culture and competency
- 03** | Improved performance monitoring through API-754 (American Petroleum Institute Recommended 754 standard for Process Safety Performance Indicators for the Refining and Petrochemical Industries) metrics and leak analysis
- 04** | Stronger operational discipline and preventive maintenance

## Strengthening Operational Safety and Resilience

QAFCO improved its structural oversight by systematically observing critical areas in the field, identifying issues like corrosion, cracks, deformation, and coating failures at an early stage. These assessments, led by Occupational Safety representatives, ensured early identification of risks and timely escalation to senior management. The initiative forms part of QAFCO's broader commitment to safeguarding people and assets, supporting long-term operational excellence, and addressing structural vulnerabilities through systematic monitoring and continuous improvement.

Employees and Contractors	2023	2024	2025
Number of Fatalities	0	0	0
Total lost-time Incident Rate (LTIR)	0	0	0
Total Recordable Incident Rate (TRIR) (Per 1 million work hours)	0.39	0	0.38
Process Safety Incident Total Rate (PSTIR)	0.1	0	0
Safety Incident and/or Observation reporting per employee	6.81	6.90	6.70

### Awards and Recognition

In 2025, QAFCO's dedication to safety, sustainability, and operational excellence was recognized at the 6th GPCA Responsible Care® Excellence Awards, where the company received:

- Process Safety Award
- Performance Matrix Award

# Employee Wellbeing

QAFCO prioritizes the health and wellbeing of its employees by offering a comprehensive range of occupational health services and wellness programs. All employees have access to an onsite medical facility that provides primary healthcare and emergency services, in addition to full access to medical facilities across the country through their health insurance coverage.

The Wellness Committee plays an active role in promoting both physical and mental wellbeing by coordinating relevant activities throughout the year. As part of this effort, QAFCO delivers awareness sessions on key health topics and introduces initiatives designed to educate employees and their families on preventive care and healthier lifestyle choices such as Cardiopulmonary Resuscitation (CPR) training to strengthen emergency-response readiness, and a company-wide challenges that encouraged healthier lifestyle habits. QAFCO also marked Breast Cancer Awareness Month with a campaign themed “Early Detection Saves Lives,” which saw strong employee engagement and reinforced the importance of preventive health practices.

Moreover, the HVAC duct cleaning initiative across QAFCO buildings aimed to improve indoor air quality and support employee well-being. The program focused on thorough duct maintenance and sanitation to enhance airflow, reduce contamination, and create a healthier and more comfortable work environment, reinforcing QAFCO’s commitment to workplace safety and employee welfare.



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# Employees and Community Engagement

QAFCO places strong value on meaningful engagement with its employees and the wider community. Internally, the company promotes an inclusive and collaborative workplace through regular communication, awareness campaigns, training programs, and cultural and social activities that encourage connection and shared purpose. Externally, QAFCO supports local communities through educational initiatives, and collaborations with schools and universities. These efforts help strengthen relationships, build awareness around sustainability, and reinforce QAFCO’s role as an active and responsible member of the community. In parallel, QAFCO is currently developing a CSR policy and manual to guide its community-related activities and ensure alignment with QatarEnergy’s requirements.

Community Investment	QAR
2023	655,366
2024	233,220
2025	272,174

## Enhancing Employee Engagement and Inclusion

QAFCO is committed to fostering a culture of inclusivity, empowerment, and engagement. The Town Hall brings all employees together to discuss strategic plans, business goals, and corporate values, reinforcing transparency and open communication across the organization.

Qatari Day provides a dedicated platform for national employees to share their experiences and achievements. It also allows Qatari employees to raise challenges directly with the management, with actions taken on the spot to address concerns and support improvement.

In addition to formal engagement, QAFCO strengthens relationships through sports and social activities. Tournaments such as the QAFCO Football Tournament, the QAFCO Cricket Championship, and the Oil and Gas Cricket Tournament help promote teamwork, camaraderie, and a sense of belonging within the workforce.

## Empowering the Next Generation: Education and Career Development

QAFCO strengthened its role as an employer of choice and contributor to Qatar’s national development by engaging with students and graduates. The company actively engaged with universities and high schools through career fairs and outreach initiatives to attract high-potential Qatari national talent, strengthen its employer brand and promote vocational career opportunities.

In addition, QAFCO collaborated with the University of Doha for Science and Technology (UDST) on scientific research based on the signed MOU between QAFCO and UDST. One notable outcome is a jointly published research paper that explores converting date pits into biochar, with promising applications in wastewater treatment and dye removal. QAFCO supported the project through in-kind expert contributions and field visits to greenhouse facilities in Qatar, giving students exposure to real industrial and agricultural contexts and enhancing experiential learning.

## Environmental Responsibility and Community Outreach

QAFCO implemented several greening and landscaping initiatives to expand green spaces, enhance environmental quality, and promote eco-friendly practices across its facilities. These included the addition of trees and greenery in the Family Flats area, QAFCO plant location increased by 3195 m<sup>2</sup> and the development of vertical gardens along plant site fences, increasing planted areas by 55 m<sup>2</sup>. Both initiatives involved QAFCO employees and contractor teams and contributed to improving site aesthetics, ecological footprint, and resident well-being.

In parallel, QAFCO strengthened environmental awareness through employee and community engagement activities, including gardening guidance on World Environment Day and participation in a beach cleanup during Qatar Sustainability Week in collaboration with QAPCO, UDST, and the Friends of the Environment Centre. Together, these efforts reflect QAFCO's ongoing commitment to sustainability, environmental stewardship, and active employee and community involvement.

## Community Support

QAFCO continued to demonstrate its commitment to social responsibility and community support in 2025. The company contributed QAR 80,000 to the Qatar Society for Rehabilitation of Special Needs to help purchase essential medical equipment for individuals with special needs. QAFCO also partnered with Qatar Charity to donate 320 surplus printers to local schools and universities, which helped reduce QAFCO's internal waste while supporting the academic sector in Qatar. The initiative required coordination between QAFCO's internal teams, the Scrap Committee, and Qatar Charity to ensure proper process and delivery. Together, these efforts reflect QAFCO's belief that its responsibility extends beyond operations and into the wider community.





07

**Governance**

# Governance Framework and Oversight

QAFCO's governance framework provides the foundation for responsible, transparent, and accountable decision-making across the organization. The Board of Directors oversees corporate governance, long-term strategy, and organizational performance, ensuring alignment with national priorities and regulatory requirements. Three Board committees support this mandate through targeted oversight:



## Governance Structure and Oversight

QAFCO's governance framework is designed to ensure responsible decision-making, effective oversight, and alignment with applicable laws and shareholder expectations. The highest governance body is the Board of Directors, which holds ultimate responsibility for strategic direction and organizational supervision. Board members are appointed by the shareholder in accordance with relevant regulations and the Company's governance framework.

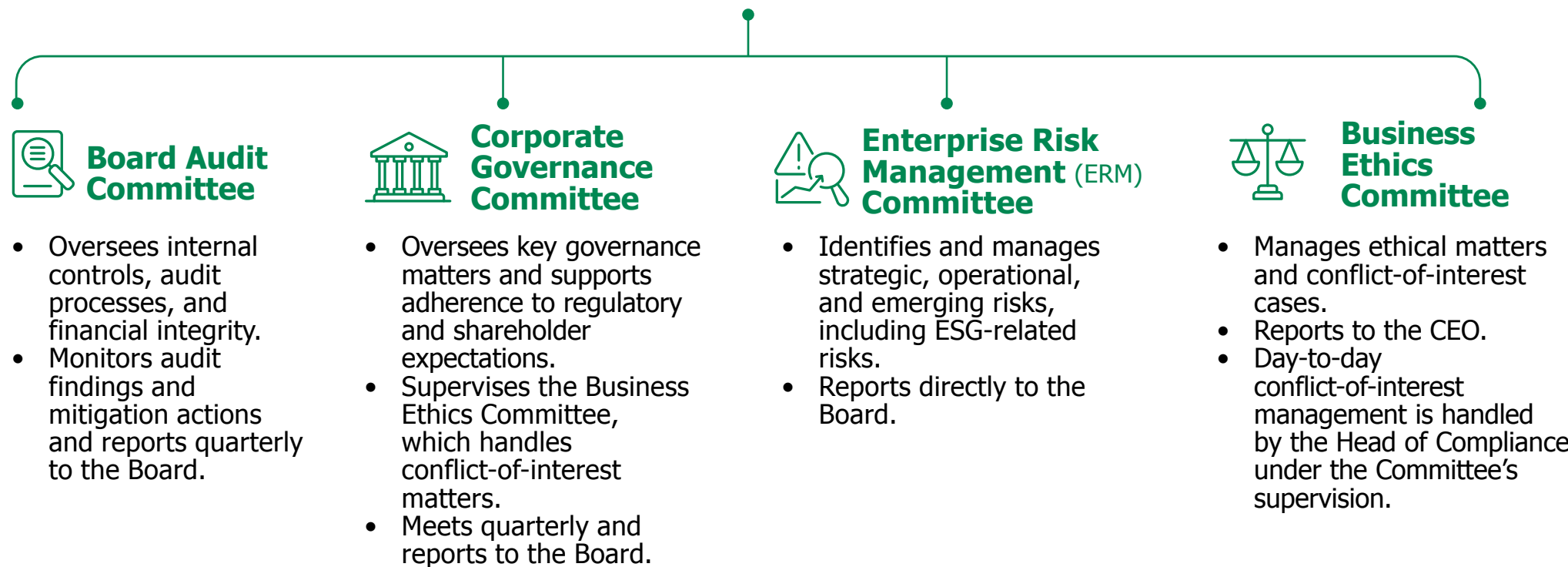
## Committees Supporting Governance and ESG Oversight

To support its oversight role, the Board is assisted by specialized committees responsible for monitoring the Company's impacts on the economy, environment, and society:



### Board of Directors

Holds final authority over strategic decisions, performance oversight, and enterprise compliance.



### Board Audit Committee

- Oversees internal controls, audit processes, and financial integrity.
- Monitors audit findings and mitigation actions and reports quarterly to the Board.

### Corporate Governance Committee

- Oversees key governance matters and supports adherence to regulatory and shareholder expectations.
- Supervises the Business Ethics Committee, which handles conflict-of-interest matters.
- Meets quarterly and reports to the Board.

### Enterprise Risk Management (ERM) Committee

- Identifies and manages strategic, operational, and emerging risks, including ESG-related risks.
- Reports directly to the Board.

### Business Ethics Committee

- Manages ethical matters and conflict-of-interest cases.
- Reports to the CEO.
- Day-to-day conflict-of-interest management is handled by the Head of Compliance under the Committee's supervision.

\*Appointments to the Board Audit Committee, Corporate Governance Committee, and ERM Committee are made by the Board of Directors, ensuring structured and transparent governance.

## Nomination, Selection and Independence

The nomination and selection of members of the highest governance body follow applicable laws, shareholder requirements, and internal governance standards. The process seeks to ensure:

- Balanced skills and experience
- Effective oversight capabilities
- Sector and regulatory knowledge
- Risk and governance expertise
- Relevant leadership backgrounds

Shareholder views and expectations are considered through established nomination channels. Independence is assessed where required to support objective judgment and avoid undue influence.

## Governance Processes and Meeting Frequency

The Board of Directors meets at least four times per year, ensuring regular oversight of Company performance, risk, and compliance. The Board Audit Committee, Corporate Governance Committee, and ERM Committee also conduct quarterly meetings and submit their reports during Board sessions. Executive management provides quarterly updates to the Board, strengthening transparency, accountability, and informed governance.

# Regulatory Compliance, Certification and Quality Governance

QAFCO upholds a comprehensive suite of internationally recognized certifications:

- **ISO 9001** – Quality Management
- **ISO 14001** – Environmental Management
- **RC 14001** – Responsible Care
- **ISO 45001** – Occupational Health and Safety Management
- **ISO 50001** – Energy Management
- **ISO/IEC 17020** – Inspection Activities
- **ISO/IEC 17025** – Testing and Calibration Laboratories
- **IFA Protect and Sustain** – Product Stewardship
- **ISO/IEC 27001** – Information Security Management System
- **ISO/IEC 20000-1** – Information Technology Service Management

Quality governance ensures product integrity and strengthens customer confidence through standardized procedures, internal audits, and systematic root-cause analysis.

## Risk Management

QAFCO is committed to managing risks efficiently and effectively to support its Mission, Vision, and strategic objectives in a sustainable manner. Our Enterprise Risk Management (ERM) Framework, aligned with ISO 31000:2018, coordinates risk practices across all divisions and centralizes information with the Risk Management Team for timely use by risk owners and decision-makers. Risk responses are assigned to accountable parties and reviewed regularly to confirm effectiveness. In parallel, our Business Continuity Management (BCM) System, aligned with ISO 22301:2019, aims to safeguard critical activities through ongoing Business Impact Analyses (BIA) and routine Business Continuity Plans (BCP) review, updates and testing.

## QAFCO's Risk Management Processes

### 01

#### Establishing the Context

Understanding internal and external factors that may affect QAFCO's operations, performance, and business objectives.

### 02

#### Risk Assessment

Risks are identified, analyzed, and evaluated through divisional assessments and management workshops to build the overall strategic risk profile.

### 03

#### Risk Treatment

Risk owners select and apply suitable actions to manage risks, considering effectiveness, cost, and impact on objectives.

### 04

#### Recording and Reporting

Divisional risks registers updated and submitted quarterly by designated risk focal to the risk management team. QAFCO's strategic risk register report to both ERM Committee and the Board on quarterly basis.

### 05

#### Monitoring and Oversight of Risks

Risks are regularly reviewed to track changes, emerging issues, and progress of mitigation actions.

### 06

#### Communication and Consultation

Continuous communication with stakeholders supports effective risk management throughout all stages.

## 2025 Milestones and Projects

# 01

### ERM Platform Rollout and Stabilization:

Deployed the enterprise risk management software and kept it fully operational; performed periodic testing and issue resolution to ensure reliable performance and continuous improvement.

# 02

### Risk Culture Survey (QAFCO-wide):

Executed an organization-wide survey to assess risk awareness and behaviors across all levels and to inform targeted improvement actions.

# 03

### Trainings and Awareness:

Delivered online modules to all employees and conducted in-person sessions for risk focal points and selected Heads/Managers to strengthen risk ownership and review capability.

# 04

### Crisis Management Tabletop Exercises:

Delivered online modules to all employees and conducted in-person sessions for risk focal points and selected Heads/Managers to strengthen risk ownership and review capability.

# 05

### Business Continuity Plans (BCP) Updates Across Divisions:

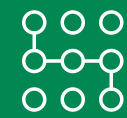
Completed updates of Business Continuity Plans for all divisions to reflect current dependencies, and response arrangements.

# Cyber Security and Digital Governance

As QAFCO's operations continue to digitalize and its technology landscape becomes more interconnected, safeguarding information, systems, and production assets has become an essential pillar of the company's governance framework. In line with Qatar's national cybersecurity requirements, QAFCO has strengthened its cyber resilience through a series of structured initiatives designed to enhance protection, improve monitoring, and ensure secure digital operations across the business. As a result, in 2025, no incidents of data leaks, theft, or loss of customer information were recorded.



## Key Cybersecurity Initiatives



### Cybersecurity Awareness Training

Launched in 2025, QAFCO implemented company-wide cybersecurity awareness campaigns to strengthen employee understanding of cyber risks under the theme "You Are Our First Line of Defense." The training was delivered across the organization through internal platforms, engaging more than 1,000 employees.

On a quarterly basis, tailored training modules were rolled out, covering key topics such as social engineering, malware defense, and phishing prevention. By completing these comprehensive training cycles, employees enhanced their ability to recognize and respond to cybersecurity threats. Overall, this initiative contributed to improving QAFCO's organizational cybersecurity maturity, particularly in employees' capacity to identify and mitigate cyber risks.



### Phishing campaign – phishing attack simulations

Introduced in 2025, the phishing awareness campaign was designed to strengthen employees' ability to recognize phishing attempts and enhance overall cybersecurity awareness. The campaign is implemented on a monthly basis across QAFCO, where simulated phishing emails are sent to employees and their responses are monitored.

This initiative contributed to a notable improvement in reporting behavior. At the beginning of the program, employees tended to identify and delete suspicious emails without reporting them. Through continuous efforts, the campaign successfully increased the rate of phishing email reporting, aligning employee behavior with industry best practices for defending the organization against phishing threats.



### ISMS Certification ISO 27001

Started preparation in early 2024, QAFCO successfully achieved ISO 27001 certification in March 2025, confirming compliance with global standards for informational security management and continuous risk-based improvement.

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# Digitalization

## Digital Governance and Organizational Structure

QAFCO manages its digital transformation through a centralized Digital Office, which serves as the main hub for digital and AI strategy, governance, and execution. The Digital Office oversees the full lifecycle of digital initiatives, from idea generation and business assessment through to implementation, scaling, and value realization.

A structured governance framework supports this approach through the ITDCS Steering Committee, the Digital Office Working Group, and cross-functional PODs. This structure ensures close alignment between Business, IT, Cybersecurity, OT, and Data teams, enabling coordinated decision-making, effective risk management, and strong accountability across all digital programs.

Performance oversight is led by the Digital Office through a value-driven management framework. Digital initiatives are assessed and monitored using both financial and operational indicators, including NPV, IRR, payback period, user adoption, and productivity impact.

Progress and value delivery are tracked through operational dashboards and formal handover processes to IT for long-term systems operations and support. In parallel, change management and digital literacy programs are implemented to strengthen employee engagement, encourage adoption, and build sustainable digital capabilities across the organization.

## Digital Strategy and Implementation Framework

Digital programs are guided by a unified Digital and AI Roadmap (2025–2030), which defines priority initiatives, timelines, and expected business outcomes. Digital Initiatives and AI Use Cases are selected and sequenced based on strategic relevance and value-based prioritization, supported by formal decision gates to ensure consistency and transparency which was derived from the Digital Projects Governance Procedure that was created by the office to structure and govern the Digital Initiatives and AI Use Cases from an opportunity to an operated solution.

A structured lifecycle model covering Ideation, Framing, Scoping, selecting to build a Proof of Concept (POC), a Proof of Value (POV) or a Minimum Viable Product (MVP), Scale, and Operate—provides a disciplined approach to project delivery.

This framework supports timely implementation, continuous improvement, and scalable deployment across all plants and departments, while ensuring that digital solutions remain aligned with business objectives.



**2025 Initiatives**



**Digital Projects Governance Initiative**

Ensures sustainability guidelines are embedded in project decision-making to align with the company's ESG commitments

Promotes ethical business practices, transparency, and responsible project management

Strengthens transparency, accountability, and compliance in project execution

- The Digital Projects Governance Initiative enhances compliance with ESG standards, reduces risks of mismanagement and corruption, and promotes sustainable procurement through transparent and accountable project governance

**Digital Permit to Work Initiative**

Reduces operational risks related to hazardous activities by enhancing control, traceability, and compliance in work authorization processes

Enhances workplace safety and operational efficiency

Ensures regulatory compliance in high-risk work environments

- Enhances worker safety through real-time permit approvals and monitoring, reduces environmental hazards by tracking high-risk activities, and improves compliance with HSE regulations

**Smart Inventory Management Initiative (Barcode Project)**

Minimizes waste by optimizing stock levels and promoting efficient resource utilization

Improves workforce efficiency by automating manual tracking

Enhances traceability and compliance in supply chain management

- Reduces overstocking and waste through improved inventory accuracy, minimizes carbon footprint by optimizing logistics and storage, and enhances supply chain transparency and ethical sourcing

**Digital Asset Lifecycle Information Management (Digital Project)**

Enhances sustainability by leveraging digital asset lifecycle management to optimize performance, reduce energy consumption, and extend asset life

Improves worker safety through predictive maintenance

Enhances compliance and asset integrity monitoring

- Uses predictive analytics to reduce maintenance downtime and waste, improve energy efficiency, and lower carbon emissions while enhancing safety through real-time digital simulations

**Common Data Platform (Enterprise Data Warehouse)**

Enables data-driven sustainability reporting through a centralized enterprise data platform

Supports enhanced stakeholder engagement, transparency, and informed decision-making across the organization

Improves data integrity, compliance, and decision-making

- Centralizes sustainability and operational data to improve ESG reporting accuracy, enhance regulatory compliance through real-time analytics, and enable informed, data-driven decisions that advance the company's sustainability initiatives

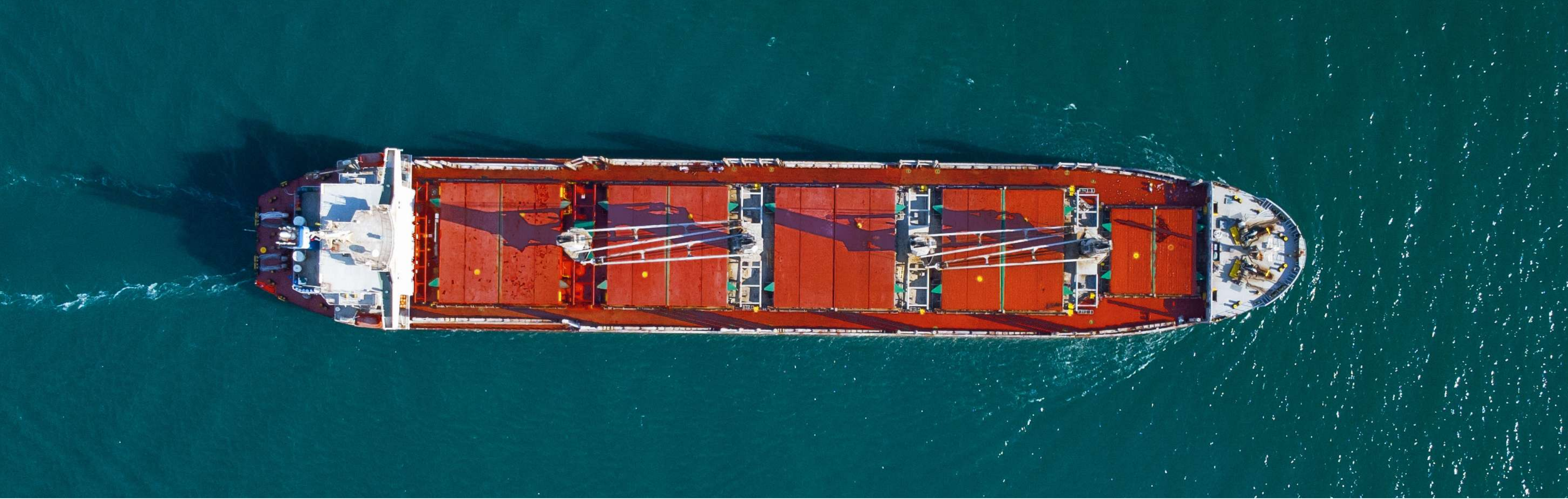
**AI-Recruitment Use Case**

Supports sustainability by enabling faster placement of talent who drive energy efficiency, emissions reduction, and asset reliability

Promotes fairness, equal opportunity, and capability-based hiring for a safer, more inclusive workforce

Improves transparency, accountability, and compliance in recruitment decisions

- Strengthens fair, skills-based hiring and reduces bias
- Enhances governance and transparency in workforce decisions through auditable AI processes, ethical data handling, and compliant recruitment controls



08

# Economic Performance

# Economic Performance

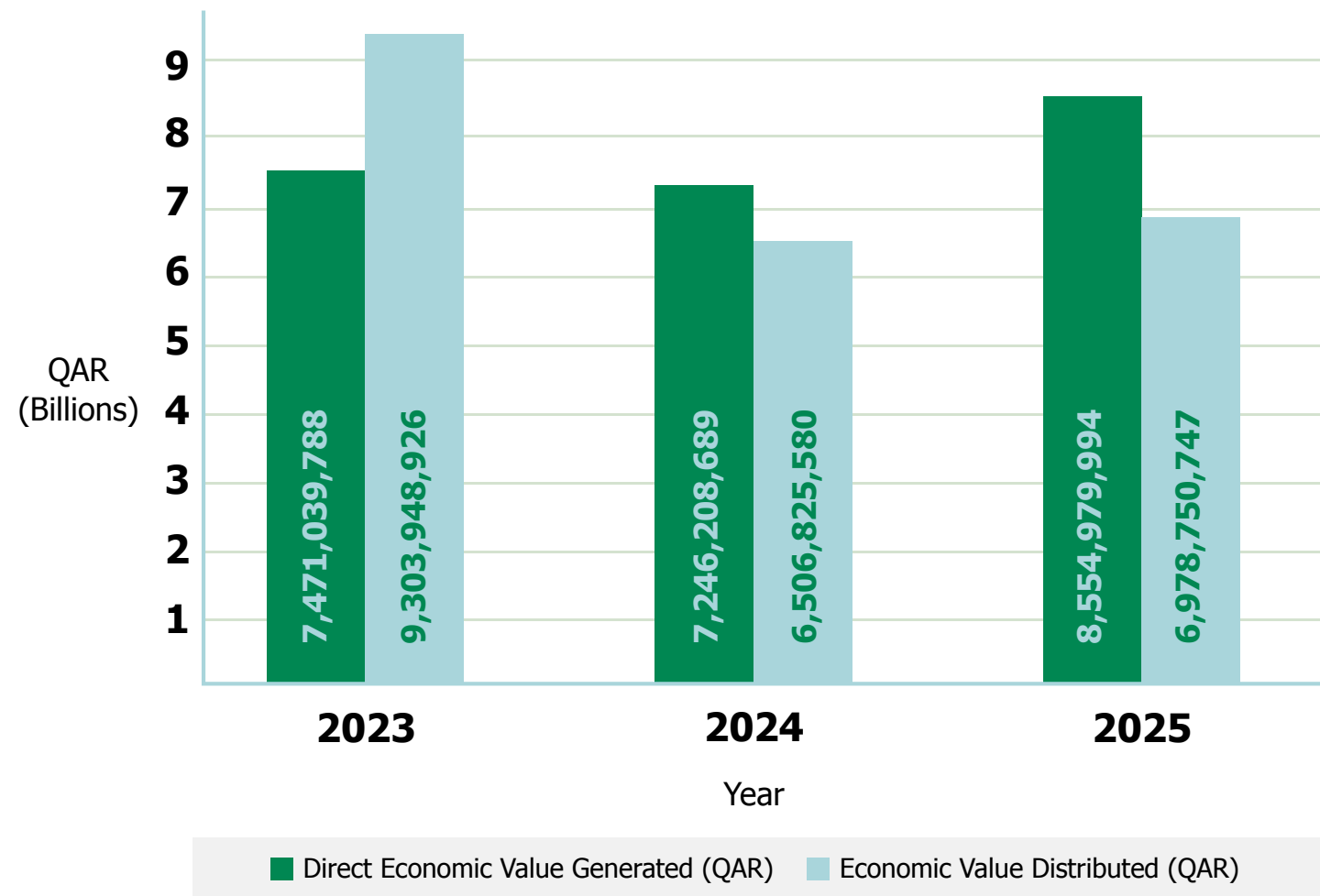
QAFCO continues to play a vital role in Qatar’s industrial and economic ecosystem, generating significant national value through its production of ammonia and urea core inputs to global food security and agricultural productivity. Despite operating in a market influenced by energy prices, global demand cycles, and international trade conditions, QAFCO maintains a resilient financial profile built on operational efficiency, disciplined cost management, and responsible value distribution to the State of Qatar and its shareholders.



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### Economic Value Performance



In 2025, QAFCO invested 679,411,663 QAR in employee wages and benefits, supporting workforce stability and development. During the same period, the company contributed 978,866,213 QAR in taxes and statutory payments to the government, supporting national development and strengthening Qatar’s economic resilience.



### Case Study: Finance Strategy 2025

QAFCO Finance reviewed and updated the Finance Division Strategy to better align and support QAFCO vision and strategies with the aim of becoming a compelling investment case in QatarEnergy’s supply portfolio with above market returns and healthy dividends. The sustainable value creation model emphasizes increased sustainable production, optimizing OPEX/CAPEX and implementation of expansion projects through a capable organization with a focus on innovation and digitalization.

#### Finance Strategy has been based on three pillars:

Gas margin	Returns	Dividends
Maximizing margin per MMBTU Gas	Delivering above market returns through all trains	Dividend payments are priority rather than an outcome. Available cash to be allocated for growth or dividend as a priority.

#### Results and Impacts

- Production increases through growth capital expenditures (CAPEX) based on solid business cases including Value Investment Ratio (VIR), Net Present Value (NPV), Internal Rate of Return (IRR) and Payback period (PBP).
- Keeping strong cost position benchmarks
- Cost management tools , i.e. “Zero Based Budgeting” , “Gap to Potential” and “Continuous Improvement”
- Compliance with rules and regulations, authorities and policies.
- Remain Cash positive.

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## Case Study: Inventory Review

Inventory remains a vital component of the company's working capital, representing approximately 30% of current assets as of December 2025. It plays a critical dual role in sustaining daily operations—ensuring uninterrupted customer supply and maintaining the reliability of industrial assets.

The 2025 Inventory Review (IR) Initiative was launched to optimize stock levels, accelerate the cash conversion cycle, and ensure readiness of resources to meet both short-term obligations and long-term expansion goals.

### The initiative focuses on four key actions:

01

Conducting thorough inventory performance analysis to assess utilization and value efficiency.

02

Examining historical trends to identify consumption patterns and potential risks of overstocking or obsolescence.

03

Identifying areas for improvement, including inventory turnover enhancement and cost optimization.

04

Collaborating with stakeholders across departments to drive practical, data-based improvement strategies.

This approach underscores the company's commitment to disciplined working capital management, operational reliability, and value creation. Through strong teamwork between the Budgeting and Process Owners, the initiative is expected to enhance visibility, control, and decision-making—ultimately contributing to improved financial health and business sustainability.

## Product Diversification and Local Market Development

As part of Qatar's vision to build a diversified and resilient economy, QAFCO continues to expand its product portfolio beyond traditional fertilizer markets by developing value-added products that support local industries.

## Production and Sales of Diesel Exhaust Fluid (DEF)

Following the approval for DEF sales within the State of Qatar, granted by the Ministry of State for Energy Affairs in a resolution issued in March 2024, QAFCO commenced local sales of DEF in October 2024.

DEF, also found as AUS32 (aqueous urea solution), or commercially recognized as AdBlue®, ARLA32®, is a 32.5% urea solution that plays a crucial role in reducing emissions from diesel engines by transforming harmful nitrogen oxides (NOx) into harmless nitrogen and water vapor through Selective Catalytic Reduction (SCR) systems. DEF is compatible with diesel vehicles meeting Euro V or Euro VI standards, from light to heavy vehicles.

Additional to the environmental benefits that the use of DEF brings to Qatar (reduction of NOx emission up to 90%), it also contributes to import substitution, leveraging the domestic industrialization of Qatari natural gas.

In 2025, QAFCO continued the DEF sales within Qatar and monitored the market and competitive landscape. In 2026, QAFCO plans to expand the product's adoption by continuing promotion and targeting new sectors that can benefit from its use as a NOx reducing agent.

This initiative is a testament to QAFCO's commitment to sustainability and our vision of driving towards a greener earth.

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## Supply Chain

QAFCO ensures the steady supply of goods and services required for continuous plant operations through effective planning and close coordination with suppliers. This approach helps maintain reliable sourcing and reduces the risk of disruption to critical materials and services.

The company sources goods and services in line with its technical and operational requirements through structured procurement processes underpinned by robust governance and ongoing supplier engagement, ensuring compliance with quality, safety, and performance standards.

Supply chain upside and downside risks are regularly assessed through Risk Register and managed through diversified sourcing strategies, supplier evaluations, and contingency measures. These actions help address potential challenges related to market conditions, logistics, and supplier reliability, strengthening operational continuity.

QAFCO has retained the Australian Government AQIS Level 1 (Low-Risk) Gold Bulk System Certification for fertilizer exports, recognizing its adherence to international biosecurity standards and best practices across the supply chain.

### Local Supplier Development and In-Country Value (ICV)

As part of QatarEnergy's Tawteen Program, QAFCO focuses on developing local suppliers and maximizing In-Country Value (ICV). In 2025, 87% of procurement spending was allocated to local suppliers.

Year	2023	2024	2025
Total number of local suppliers	366	324	272

QAFCO's supplier network is primarily supported by local representatives, the majority of whom are Qatari nationals, while selected international partnerships remain essential to meet specialized technical requirements. Despite ongoing efforts to expand local sourcing, the limited availability of certain critical equipment, continues to present a challenge, making international procurement necessary in some cases. QAFCO is actively working to strengthen local supplier capabilities and enhance its In-Country Value (ICV) performance over the long term.

## Low-Carbon Logistics and Sustainable Aviation Fuel (SAF)

QAFCO implemented a Sustainable Aviation Fuel (SAF) initiative through its DHL freight forwarding initiative to reduce CO<sub>2</sub> emissions from air transportation by using lower-emission aviation fuel. The program started in 2024 and will continue over a five-year period as part of QAFCO's ongoing efforts to lower the logistics-related carbon footprint. This activity did not involve external collaboration with government entities or NGOs.

Since the introduction of Sustainable Aviation Fuel (SAF), QAFCO has implemented a comprehensive campaign to support the reduction of its carbon footprint. This initiative contributes to improving air quality and reducing environmental impact from air transportation.

## Contractor Welfare and Responsible Supply Chain Practices

QAFCO launched a Contractor Welfare program to strengthen governance and oversight of welfare standards for contractor workforces based in Qatar. The program focuses on improving fundamental living and working conditions in line with national labour regulations.

The initiative was rolled out across the organization, engaging approximately 1,100 employees, with participation from the Ministry of Labour. Through awareness campaigns and monitoring activities, the program contributed to improving living standards and quality of life for contractors.

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**Appendix**

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<b>GRI 304: Biodiversity</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	N/A
	304-2 Significant impacts of activities, products and services on biodiversity	N/A
<b>GRI 304: Biodiversity</b>	305-1 Direct (Scope 1) GHG emissions	32
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<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	36
	306-2 Management of significant waste-related impacts	36
	306-3 Waste generated	36
	306-4 Waste diverted from disposal	36
	306-5 Waste directed to disposal	36
	GRI 306: Effluents and Waste 2016 (306-3 Significant spills)	36
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	40
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	44
	403-2 Hazard identification, risk assessment, and incident investigation	N/A
	403-3 Occupational health services	48
	403-4 Worker participation, consultation, and communication on occupational health and safety	48
	403-5 Worker training on occupational health and safety	48
	403-6 Promotion of worker health	N/A
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	47

## GRI Context Index

GRI Standard	Disclosure	Page No.
<b>GRI 403: Occupational Health and Safety 2018</b>	403-8 Workers covered by an occupational health and safety management system	44
	403-9 Work-related injuries	47
	403-10 Work-related ill health	47
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	42
	404-2 Programs for upgrading employee skills and transition assistance programs	41
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	40
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	49
	413-2 Operations with significant actual and potential negative impacts on local communities	N/A
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	N/A

## SASB Context Index

Metric Code	SASB Topic	Metric	Page No.
<b>RT-CH-110a.1</b>	Greenhouse Gas Emissions	Gross global Scope 1 emissions	32
<b>RT-CH-110a.2</b>	Greenhouse Gas Emissions	Discussion of long-term and short-term strategy to manage Scope 1 emissions and emissions-reduction targets	32
<b>RT-CH-120a.1</b>	Air Quality	Air emissions of NOx, SOx, VOCs, and hazardous air pollutants (HAPs)	33
<b>RT-CH-130a.1</b>	Energy Management	Total energy consumed	32
<b>RT-CH-130a.2</b>	Energy Management	Percentage grid electricity	N/A
<b>RT-CH-140a.1</b>	Water Management	Total water withdrawn	35
<b>RT-CH-140a.2</b>	Water Management	Total water withdrawn	35
<b>RT-CH-150a.1</b>	Hazardous Waste Management	Amount of hazardous waste generated	36
<b>RT-CH-410a.1</b>	Environmental and Social Impacts of Chemicals	Revenue from products designed for reduced environmental and human health impacts	N/A
<b>RT-CH-410a.2</b>	Environmental and Social Impacts of Chemicals	Discussion of strategy to identify and manage emerging environmental and social risks associated with chemicals	N/A
<b>RT-CH-530a.1</b>	Management of the Legal and Regulatory Environment	Total amount of monetary losses from legal proceedings associated with environmental regulations	N/A
<b>RT-CH-540a.1</b>	Safety, Health and Environmental Management	Discussion of process safety management systems	44

## SASB Context Index

Metric Code	SASB Topic	Metric	Page No.
RT-CH-540a.2	Safety, Health and Environmental Management	Total recordable incident rate (TRIR) and fatalities	47
RT-CH-410b.1	Product Design for Use-Phase Efficiency	Revenue from products that enable lower emissions during use phase	N/A
RT-CH-000.A	Activity Metrics	Production by reportable segment	N/A
RT-CH-000.B	Activity Metrics	Number of production sites	N/A

## Definitions of Material Topics

Environment	
<b>Emissions and Energy Management</b>	Emissions and energy management involve strategies to monitor, reduce, and control pollutants, particularly greenhouse gases, while managing energy consumption. This approach improves air quality, reduces environmental impact, and supports sustainability goals. For QAFCO, effective emissions and energy management are critical due to their significant business impact and stakeholder importance. It ensures regulatory compliance, environmental sustainability, and helps avoid penalties and disruptions. Addressing climate risks like severe weather and sea level rise is essential for long-term viability.

## Definitions of Material Topics

Environment	
<b>Biodiversity</b>	Biodiversity management involves strategies to protect and enhance plant and animal species, genetic diversity, and ecosystems. For QAFCO, biodiversity is highly ranked due to its significant impact on both internal and external stakeholders. Protecting biodiversity, especially marine ecosystems and farmland, maintains ecosystem balance, crucial for marine species and sustainable agriculture. This commitment enhances QAFCO's reputation, ensures compliance with environmental regulations, and supports global sustainability goals.
<b>Product Stewardship</b>	Product stewardship involves managing the entire lifecycle of products to minimize environmental impact and promote sustainability. For QAFCO, product stewardship enhances operational efficiency and regulatory compliance, building trust with stakeholders. It supports the company's positive reputation and long-term sustainability goals. Any failure in this area could significantly impact QAFCO, making it a high priority.
<b>Water Management</b>	Water management refers to the strategies and practices implemented to efficiently use and protect water resources, including monitoring and reducing water consumption, treating and recycling wastewater, and protecting water quality. For QAFCO, water management is crucial due to its reliance on desalination. Mismanagement of effluents and brine discharge can disrupt operations, increase costs, and cause regulatory issues. Proper water management ensures operational stability and compliance, protecting marine environments and maintaining water quality. This makes it a high-impact area for QAFCO.
<b>Waste Management</b>	Waste management refers to the strategies and practices implemented to reduce, recycle, and responsibly dispose of waste to minimize environmental impact. For QAFCO, waste management is highly ranked due to its significant impact on stakeholders. Effective waste management reduces pollution, protects public health, ensures regulatory compliance, and enhances QAFCO's reputation. It also leads to cost savings and improved productivity. Responsible waste management minimizes environmental and regulatory risks, ensuring compliance. Failure in this area could result in financial penalties and reputational harm, justifying its high rating.

## Definitions of Material Topics

<b>Social</b>	
<b>Health, Safety, and Wellbeing</b>	This topic covers health, safety, and wellbeing, recognizing safe work conditions as a human right. It includes preventing physical and mental harm, promoting worker health, ensuring process safety, and addressing global diseases and pandemic preparedness like COVID-19. For QAFCO, health and safety are critical due to their impact on operational continuity and employee welfare. Incidents can cause severe delays, legal issues, and reputational harm. This makes health and safety a top priority.
<b>Responsible Supply Chain Management</b>	This topic pertains to the organization's process for procuring products and services. It encompasses the impacts related to procurement practices and how the organization manages these impacts. For QAFCO, responsible supply chain management is important but has a moderate impact on external stakeholders compared to core operations. It supports sustainability and operational efficiency but has a limited effect on direct revenue or critical operations since QAFCO does not import raw materials. Issues are more likely to cause delays rather than major disruptions. Additionally, QAFCO avoids importing from countries with human rights violations.
<b>Food Security</b>	This topic focuses on food security within an organization's supply chain. It covers efforts to ensure access to safe, nutritious, and sufficient food, as well as strategies to enhance sustainable agricultural practices, improve food distribution, and mitigate risks related to supply disruptions. Additionally, it addresses initiatives to support long-term food resilience and combat hunger in vulnerable communities. For QAFCO, food security is highly relevant to stakeholders, reinforcing confidence in its contributions to global food stability. As a fertilizer producer, ensuring a stable food supply aligns with QAFCO's core business and market relevance. This makes food security a high-impact area for business sustainability and reputation. Balancing climate impact with efficient fertilizer production is crucial for national and international food security.
<b>Employment Practices and Inclusion</b>	Employment practices and inclusion cover job creation, working conditions, training, performance reviews, and transition assistance. For QAFCO, these practices impact workforce retention and productivity. While they may increase hiring costs, the effects are generally internal and do not pose significant risks to business continuity. Stakeholders value fair employment practices and inclusivity for workforce satisfaction and social responsibility. However, the direct impact on stakeholder trust and loyalty is moderate, as these factors primarily influence internal dynamics rather than external stakeholders.

## Definitions of Material Topics

Governance	
<b>Business Integrity</b>	This topic addresses the organization's business policies and practices, including its approach to anti-competitive behavior. It also covers adherence to governance codes, standards, and internal controls to ensure transparency, accountability, and good governance. Business integrity is crucial for QAFCO due to its significant impact on both business operations and stakeholders. It ensures compliance, enhances operational efficiency, and protects the company's reputation, which is vital for long-term viability. For stakeholders, it builds trust, attracts investors, and strengthens customer confidence, enhancing QAFCO's reputation in the community. This dual focus on integrity supports sustainable success and stakeholder satisfaction.
<b>Corporate Governance</b>	This topic covers the organization's governance structure, including its composition, roles, and remuneration. It also addresses how the organization manages its impacts and integrates them into its strategy and operations. For QAFCO, corporate governance is highly impactful for both business operations and stakeholders. It fosters a culture of integrity and compliance, leading to better decision-making and operational efficiency. Robust governance practices enhance QAFCO's reputation, attract investors, and ensure regulatory compliance. Effective governance is essential for maintaining accountability and strategic direction, preventing management issues that could affect the business's integrity and sustainability.
<b>Economic Performance</b>	This topic focuses on the company's creation and distribution of wealth. It includes the economic value generated and distributed, defined benefit plan obligations, government financial assistance, and the financial implications of climate change. For QAFCO, economic performance is crucial for investing in growth and sustainability initiatives. Strong financial health ensures resilience and competitiveness, making it vital for long-term viability. It impacts both internal and external stakeholders by ensuring job security and growth opportunities for employees and attracting and retaining investors through demonstrated financial stability and potential growth.

## ESG Data Tables

GRI Disclosure Number	SASB	Indicator	2023	2024	2025
<b>Indicator</b>					
GRI-306-2	SASB RT-CH-150a.1	Hazardous Waste Generated (Metric Tonnes)	764	228	764
GRI-306-2		Hazardous Waste Recycled (Metric Tonnes)	764	228	764
GRI-306-2		Total Waste Diverted from Disposal (Metric Tonnes)	956.17	286	766.64
GRI-306-2		Total Waste Generated (Metric Tonnes)	6,572	5,395	4351
GRI-306-2		Total Waste Directed to Disposal (Metric Tonnes)	5,616	5,109	3584.72
GRI-305-1	SASB RT-CH-110a.1	Scope 1 Emissions (Metric Tonnes)	5,114,188.57	5,053,165	5,400,362
GRI-305-2	SASB RT-CH-110a.1	Scope 2 Emissions (Metric Tonnes)	226,966	249,464	260,087
GRI-305-1	SASB RT-CH-110a.1	Total direct Methane (CH4) emissions (Tonnes CO2e)	2093.05	2079	2093.2
GRI-305-1	SASB RT-CH-110a.1	Total direct Nitrous Oxide (N2O) emissions (Metric Tonnes)	1980.92	1968	1981.0
GRI-305-7	SASB RT-CH-120a.1	Nitrogen Oxides (NOx) (Metric Tonnes)	2,172	2,804.32	2,780
GRI-305-7	SASB RT-CH-120a.1	Sulfur Oxides (SOx) (Metric Tonnes)	1,004	1,741	1470
GRI-305-7	SASB RT-CH-120a.1	VOC (Kg)	5480	4044	106
GRI-305-7	SASB RT-CH-110a.1	Particulate Matter (PM10) (Kg)	1374800	1544900	1435346
	SASB RT-CH-110a.1	Hydrochlorofluorocarbon (HCFC) emissions (Metric Tonnes)	1.44	1.14	1.22

## ESG Data Tables

GRI Disclosure Number	SASB	Indicator	2023	2024	2025
<b>Environment</b>					
	SASB RT-CH-110a.1	Hydrofluorocarbon (HFC) emissions (Metric Tonnes)	1.93	3.90	1.9
GRI-303-5	SASB RT-CH-140a.1	Water Consumed (Million M3)	18.80	18.25	19.68
GRI-303-4	SASB RT-CH-140a.1	Water Discharged to the Sea (Million M3)	1,288.80	1,301.83	1260.23
GRI-303-3	SASB RT-CH-140a.1	Water Withdrawn from the Sea (Million M3)	1,306	1,319.79	1278
GRI-302-3		Energy Intensity (GJ/Tonne)	28.36	28.27	28.29
GRI-302-1	SASB RT-CH-130a.1	Total Energy Consumption (GJ)	181,358,063.45	179,991,910.86	182,632,903.39
GRI 302-1	SASB RT-CH-130a.1	Energy purchased as electricity (GJ)	1,714,784	1,893,442.00	2,031,823

## ESG Data Tables

GRI Disclosure Number	SASB	Indicator	2023	2024	2025
<b>Social</b>					
GRI-403-9	SASB RT-CH-320a.1	Number of Fatalities - Employees and Contractors	0	0	0
GRI-403-9	SASB RT-CH-320a.1	Total Recordable Incident Rate (TRIR) (Per 1 million work hours)	0.39	0	0.38
GRI-403-9	SASB RT-CH-320a.1	Lost Time Injury Rate (LTIR) (Per 1 million work hours)	0	0	0
	SASB RT-CH-540a.1	Process Safety Total Incident Rate (PSTIR)	0.1	0	0
GRI-405-1		Female Employees	62	64	68
GRI-405-1		Male Employees	1,145	1,193	1,267
	SASB RT-CH-540a.2	Total number of transport incidents	0	0	0
GRI-401-1		Female New Hires	9	6	4
GRI-401-1		Male New Hires	41	98	102
GRI-401-1		Total New Hire	50	104	106
GRI-102-8		Full-time Employees	1,212	1,265	1,335
GRI-102-8		Part-time Employees	0	0	0

## ESG Data Tables

GRI Disclosure Number	SASB	Indicator	2023	2024	2025
<b>Social</b>					
GRI-102-8		Permanent Employees	1,212	1,265	1335
GRI-404-1		Average Training Hours per Employee	16.90	18.77	28.71
GRI-401-1		New Hires (Age 31–50)	25	77	59
GRI-401-1		New Hires (Age above 50)	3	0	2
GRI-401-1		New Hires (Age under 30)	22	27	45
<b>Governance</b>					
GRI-209		Executive members	6	6	6
GRI-209		Non-executive members	1	1	1
GRI-209		Independent members	11	11	11
GRI-209		Composition of the highest governance body: Female	0	0	0
GRI-209		Composition of the highest governance body: Male	18	18	18
GRI 205-3		Total number of confirmed incidents of corruption	0	0	0

## 8.2 Abbreviations

Abbreviation	Definition	Abbreviation	Definition
APC	Advanced Process Control	GBF	Global Biodiversity Framework
AQIS	Australian Quarantine and Inspection Service	GFC	Gulf Formaldehyde Company
BCM	Business Continuity Management	GHG	Greenhouse Gas
BCP	Business Continuity Plans	GPCA	Gulf Petrochemicals and Chemicals Association
BIA	Business Impact Analyses	GRI	Global Reporting Initiative
BOD	Biochemical Oxygen Demand	ICV	In-Country Value
BoD	Board of Director	IDP	Individual Development Plan
CAPEX	Capital Expenditures	IFRS S1 and S2	International Financial Reporting Standards S1 and S2
CCS	Carbon Capture and Sequestration	IQ	Industries Qatar
CCPS	Center for Chemical Process Safety	IR	Inventory Review
CEMS	Continuous Emission Monitoring Systems	IRR	Internal Rate of Return
COD	Chemical Oxygen Demand	IT	Information Technology
CTO	Consent to Operate	L&D	Learning and Development
DEF	Diesel Exhaust Fluid	LDAR	Leak Detection and Repair Program
ERM	Enterprise Risk Management	LSR	Life Saving Rules
ESG	Environmental, Social and Governance	LTI	Lost-Time Injury

## 8.2 Abbreviations

Abbreviation	Definition
POC	Proof of Concept
POV	Proof of Value
PSM	Process Safety Management
QAFCO	Qatar Fertiliser Company
QAPCO	Qatar Petrochemical Company
QMC	Qatar Melamine Company
QNV	Qatar National Vision 2030
QRA	Quantitative Risk Assessment
QSGs	QAFCO Sustainability Goals
QTRM	QAFCO Technical RoadMap
RBPS	Risk-Based Process Safety

Abbreviation	Definition
RBZ	Road Beyond Zero
SAF	Sustainable Aviation Fuel
SASB	Sustainability Accounting Standards Board Standards
SCR	Selective Catalytic Reduction
TSS	Total Suspended Solids
UDST	University of Doha for Science and Technology
UFC	Urea Formaldehyde Concentrate
UN SDGs	United Nations Sustainable Development Goals
VIR	Value Investment Ratio
ZLD	Zero Liquid Discharge



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