



SUSTAINABILITY REPORT 2025



TABLE OF CONTENTS

4	CHAIRMAN’S FOREWORD
5	MD & CEO’S FOREWORD
6	ABOUT THE REPORT
10	SUSTAINABILITY REPORTING
22	PILLAR 1 OPERATIONAL EXCELLENCE AND ECONOMIC PERFORMANCE
28	PILLAR 2 SOCIAL DEVELOPMENT & COMMUNITY INVESTMENT
36	PILLAR 3 SAFEGUARDING THE ENVIRONMENT
46	PILLAR 4 HEALTH & SAFETY
62	APPENDICES
63	Appendix 1: MAIN STRATEGIC AREAS
64	Appendix 2: STAKEHOLDER GROUPS
66	Appendix 3: TOPIC SPECIFIC DISCLOSURE

CHAIRMAN'S FOREWORD



It is with profound privilege that I present the 13th Sustainability Report of WOQOD Group for the year 2025. This comprehensive report has been developed in alignment with the Global Reporting Initiative (GRI) Standards, upholding the highest standards of transparency, accountability, and sustainability governance.

As an organization, we remain steadfast in our commitment to addressing key Environmental, Social, and Governance (ESG) issues. This report serves as a testament to our dedication to achieving sustainable and inclusive growth by seamlessly integrating ESG objectives into our operations. Our approach is rooted in fostering a responsible corporate culture, prioritizing environmental stewardship, promoting social well-being, and upholding the highest standards of governance.

Our environmental initiatives continue to evolve, emphasizing the integration of renewable energy sources and the expansion of electric vehicle (EV) charging infrastructure across more service stations. These efforts align with our broader sustainability strategy, aimed at reducing our carbon footprint and supporting Qatar's vision for a greener future.

WOQOD is also committed to social responsibility, continuously focusing on Qatarization to achieve national workforce targets. Additionally, our local procurement strategy is designed to create opportunities for Qatari companies, reinforcing our dedication to economic localization.

WOQOD's sustainability initiatives have led to significant recognition, ranking 3rd in the Governance, Social Responsibility, and Environment Index for companies listed on the Qatar Stock Exchange.

This report reaffirms our unwavering pursuit of sustainability, responsible business practices, and long-term value creation. We remain committed to continuous improvement, innovation, and collaboration with all stakeholders as we navigate the evolving landscape of sustainable development.

I extend my sincere gratitude to our dedicated employees, valued stakeholders, and business partners for their contributions and support in advancing our ESG agenda. Together, we will continue to drive positive change and create a lasting impact for future generations.

AHMAD SAIF AL-SULAITI
CHAIRMAN OF THE BOARD OF DIRECTORS

MANAGING DIRECTOR & CEO



I am pleased to present WOQOD's 13th Sustainability Report for the year 2025, which reflects our unwavering commitment to integrating sustainable business practices into our operations. This report underscores the collective efforts of our employees, partners, and stakeholders in fostering a resilient and responsible corporate environment. As we navigate an evolving global landscape, we continue to embed sustainability at the core of our strategic vision, ensuring long-term value creation for all.

The year 2025 witnessed a noticeable improvement in the field of Safety compared to the year 2024, which qualified WOQOD for the prestigious RoSPA Gold Award for Health & Safety Management System and Fleet Safety. Furthermore, because of WOQOD's efforts in the areas of governance, environmental and social responsibility, the Company ranked third among companies listed on the Qatar Stock Exchange in these areas. In 2025, we achieved remarkable improvements in workplace safety, reducing lost-time incidents by 50% and enhancing total recorded case rates by 73.3%.

Throughout the year, WOQOD has demonstrated strong financial resilience, achieving a net profit of QR 1.040 billion, a 1% decrease compared to QR 1.052 billion in 2024, and earnings per share amounted to QAR 1.05 compared to QAR 1.06 for the year 2024. The demand for petroleum products has significantly contributed to this success, alongside an increase in total fuel sales, which reached 11.36 billion liters, compared to 11.28 billion liters in 2024 driven by higher sales volumes of gasoline which increased by 3%, while natural gas and LPG sales recorded varying growth rates compared to 2024.

Sustainability remains at the forefront of our environmental strategy, as evidenced by our commitment to cleaner energy solutions. In line with Qatar Vision 2030, we have introduced many electric charging points in our stations, we produce electricity from solar energy in some stations, and we have adopted a plan to modernize petrol stations to meet the requirements of the regulators, as the year 2026 will witness the modernization of several stations. Moreover, our waste management and circular economy initiatives have been enhanced, ensuring responsible resource utilization and minimal environmental impact.

On the social front, we have taken significant steps to empower national talent and contribute to economic diversification. Our Qatarization efforts remain a key priority, with increased investments in training and development programs for young Qatari professionals. WOQOD is Ranked as one of the top 10 companies for In-Country Value (ICV) among QatarEnergy group. Additionally, our corporate social responsibility (CSR) efforts have continued to positively impact the communities we serve.

In conclusion, I would like to thank the Chairman of the Board and the members of the Board for their continuous support. We would also like to thank all government and regulatory agencies, and all our employees for their sincere efforts to serve and enhance the Company's business. I also emphasize that we will take appropriate initiatives in the development of the distribution sector, and we will continue to exert our persistent efforts to achieve the best results in future, that satisfy the aspirations of our valued shareholders.

SAAD RASHID AL-MUHANNADI
MANAGING DIRECTOR AND CEO

ABOUT THE REPORT

WOQOD has been voluntarily reporting its sustainability performance every year and the sustainability report has been prepared using Global Reporting Initiative (GRI) standards to cover topics that reflect organization's significant economic, environment and social impact and the Materiality Disclosure Service Badge can be found on appendices.

The information presented in this report is based on historical performance data as well as data for 2025. In some instances, data was calculated based on standard guidelines, assumptions, and methodologies. For example, data for greenhouse gas emissions is based on standard formulas and calculations.

The quantitative data highlighted in this report covers the period from 1 January 2025 to 31 December 2025, unless otherwise stated. The report also includes information on key strategic decisions and initiatives that commenced in 2025.

WOQOD believes that it should increase its long-term value through contributions to the sustainability of global society with sincerity, harmony, and enthusiasm. We welcome feedback and suggestions regarding our sustainability journey at sustainability@woqod.com.qa.

OUR VISION

"To be the leading petroleum products and related services marketing company in the region."

OUR MISSION

- To provide all customers with reliable, professional and innovative solutions through friendly, excellent and convenient services.
- To demonstrate accountabilities for all our activities
- To achieve our Vision and Mission, we will train and develop competencies across the organization to enable us to demonstrate that we are the best in what we do in the region.
- To work to achieve the required Qatarization percentage.
- To introduce new and advanced technologies to minimize our impact on the environment.

BRAND VALUES

- **PROFESSIONAL:** Everything WOQOD does, internally and externally, is by way of using a truly professional approach.
- **INNOVATIVE:** WOQOD leads the market in innovative products, services, and processes.
- **SOLID:** WOQOD as a company is built on a solid foundation financially by its shareholders.
- **FRIENDLY:** WOQOD is a friendly company to deal with and always approaches its customer in a friendly manner.
- **ACCOUNTABLE:** WOQOD is truly accountable for all its business activities and their impact.



CORPORATE PROFILE

Qatar Fuel (WOQOD), the leading fuel distribution and marketing services company in Qatar, completed its Initial public offering in 2003 and is listed on the Qatar Stock Exchange. With exclusive concessions, WOQOD is the sole distributor of fuels, including Natural and Liquefied Gas, and Jet A1 refueling at all airports in Qatar. Renowned for pioneering the shift to fully unleaded gasoline and low-sulfur diesel fuel in the GCC region, the Company operates a resilient fuel distribution network covering the entire country, utilizing modern trucks, aluminum tankers, airplane refuelers, and bowsers. Apart from conventional fuel products, WOQOD supplies LPG through advanced fiberglass cylinders and tankers, meeting domestic, industrial, and commercial needs. Additionally, WOQOD dominates the fuel retail market in Qatar, providing auto-care services and a comprehensive range of lubricants for various applications.



Fuel Storage and Distribution



WOQOD Marine



Bitumen Plant



LPG Bottling Plant



CNG Fueling Station



Petrol Stations



FAHES



QJET

GRI Disclosure: 2-1, 2-6

SUPPLY CHAIN

FUEL PRODUCTS



01 LIGHT GAS OIL (LGO) AND GASOLINE

Refined fuel products are transported via pipeline from QatarEnergy refinery to Doha Depot.



02 DOHA DEPOT

Received fuel products stored in the bulk storage tanks and distributed to petrol stations via Road Tankers.



03 PETROL STATIONS

WOQOD Petrol stations receive fuel products via Road Tankers and stored in the underground storage tanks.



04 CUSTOMERS

WOQOD supplies Light Gas Oil (LGO) and gasoline to customers from WOQOD branded petrol stations.



04 JET A-1

Jet A-1 fuel is transported via pipeline from Qatar Energy refinery to QJet storage facilities.



05 WOQOD AVIATION OPERATIONS/QJET

QJet owns a fleet of fuel supply equipment for supplying Jet A-1 fuel to customers.



06 CUSTOMERS

Aircrafts of all types and sizes receives Jet-A1 fuel.



07 VLSFO

Very Low Sulphur Fuel Oil (VLSFO) transported via pipeline from Qatar Energy refinery to Ras Laffan Bunkering facility.



08 WOQOD BUNKERING

WOQOD supplies VLSFO 24/7 shore to ship and ship bunkering.



09 CUSTOMERS

Marine vessel receives VLSFO from shore to ship via pipeline and ship to ship bunkering via WOQOD marine vessel.

WOQOD GAS OPERATIONS

Liquefied Petroleum Gas (LPG)



10 LPG

Liquefied Petroleum Gas (LPG) transported via pipeline to WOQOD LPG Plant in new industrial areas.



11 LPG PLANT

LPG stored in the mounded storage tanks. SHAFAF cylinders and bulk tanks filled in the plant and distributed to point of sales.



12 CUSTOMERS

WOQOD supplies LPG to customers both domestic and industrial.

Compressed Natural Gas (CNG)



13 NATURAL GAS

Natural Gas (NG) transported via pipeline to WOQOD CNG stations.



14 CNG STATIONS

Natural Gas (NG) compressed in stations and supplies CNG to customers.



15 CUSTOMERS

KARWA buses/public transport received CNG from WOQOD CNG stations.

BITUMEN PRODUCTS



16 BITUMEN

Bitumen is imported from overseas via marine vessels.



17 BITUMEN PLANT

Bitumen processed at WOQOD Bitumen plant, Messaiid Industrial City.



18 CUSTOMERS

Bitumen products delivered to the customers via road tankers.

SUSTAINABILITY REPORTING

This is WOQOD’s 13th Sustainability Report with all of our commitments, governance, policies, performance and objectives related to the management of the Group’s environmental and social impacts during the fiscal year ended December 31, 2025.

This report references selected disclosures drawn from the Global Reporting Initiative (GRI) Sustainability Reporting Standards, including relevant Oil and Gas Sector disclosures. The reporting scope was defined based on the scale of WOQOD’s business activities and the specific sustainability concerns relevant to its group companies. Material factors were identified by considering stakeholder perspectives, WOQOD’s overall business risks, emerging sustainability trends, and industry best practices, ensuring the topics addressed are those of greatest significance to both the business and its stakeholders.

IDENTIFYING MATERIAL ASPECTS AND BOUNDARIES

STEP 1 IDENTIFICATION

The process of defining the specific content for the report is undertaken by discerning the level of impact our operations have on aspects outlined by the Global Reporting Initiative (GRI). The aspects deemed as material to WOQOD’s activities are then cross referenced against the guidelines outlined by GRI. Applying these standards ensures accurate reporting and transparency.

Initially WOQOD, through its Quality Health Safety Security Environment (QHSSE) department, shall consider a broad list of topics to report on and thusly narrow down the topics to the most relevant in relation to our operations impacts. “Relevant” topics are those that may reasonably be considered important for reflecting the organization’s relevant economic, environmental and social impacts; or influencing the assessments and decisions of stakeholders.

STEP 2 PRIORITIZATION

After considering a list of relevant topics which be covered in the report which is likely to be a list containing a selection of GRI Aspects and GRI sector disclosures that are complemented, if needed, by other topics, the organization should prioritize them. This involves considering the significance of their economic, environmental and social impacts for their substantive influence on the assessments and decisions through stakeholder consultations.

STEP 3 VALIDATION

The validation process analyses all identified material aspects against the principle of completeness prior to gathering the information needed for the report. Moreover, this step of validation entails assessing the material aspects against:

1. **Scope** - The breadth of aspects covered in the report
 2. **Aspect Boundaries** - The description of the impact of each occurring aspect
 3. **Time** - The completeness of the information with respect to the reporting period

The aim of this process is to ensure that the report provides a reasonable and balanced representation of the organization’s sustainability performance. This step is carried out by QHSSE Department with consultation with Strategy Department.

STEP 4 REVIEW

This final process is undertaken once the report has been published, and the organization is preparing for the next cycle. This step focuses on the aspects that were material in the previous reporting period and also consider stakeholder feedback. The principals of Sustainability inclusiveness and Sustainability context and their associated tests in the guidelines, inform the review process of the report.

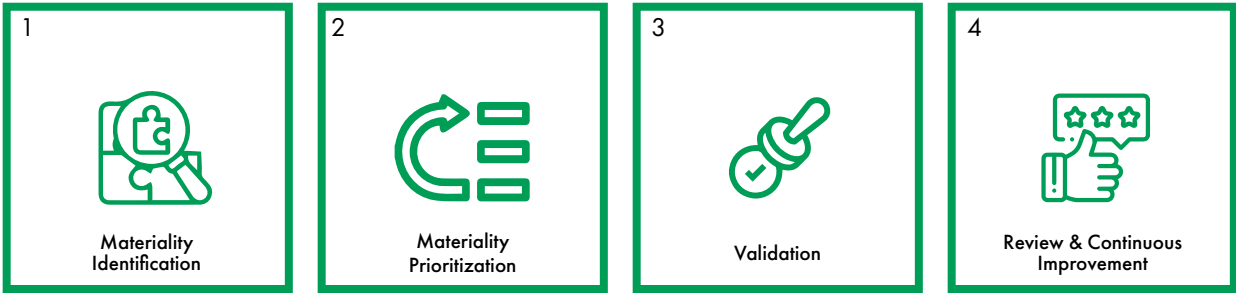
They serve as checks with regards to the presentation and evaluation of the report as well as the reporting process.



FOUR (4) STEP APPROACH

The process of defining the report content is based on principals that are designed to be used in combination. These principals are the following:

- Stakeholder Inclusiveness
 - Sustainability Context
- Materiality
 - Completeness



STAKEHOLDERS



STAKEHOLDER ENGAGEMENT

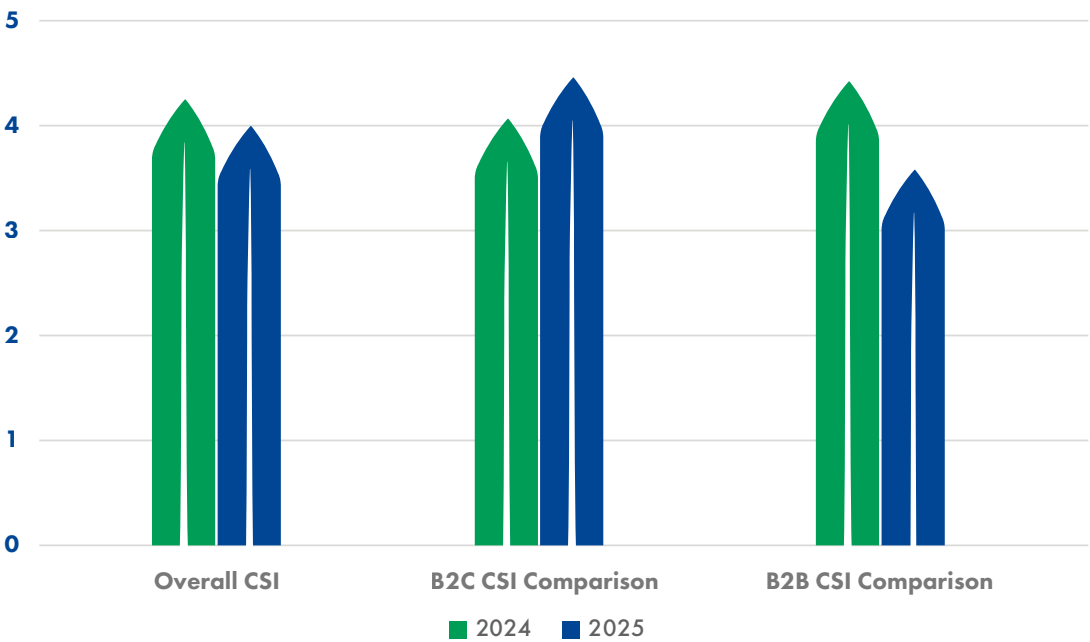
Stakeholders are integral to WOQOD’s vision **“To be the leading petroleum products distribution and related services marketing company in the region.”** Key stakeholders include employees, vendors, government entities, industry organizations, and a diverse customer base across Business-to-Consumer (B2C) and Business-to-Business (B2B) segments, both locally and internationally.

WOQOD ensures effective stakeholder engagement and customer stratification through the implementation of a robust and integrated quality framework. Aligned with international standards and best practices, this approach supports the organization’s strategic objectives, enhances customer satisfaction, and strengthens operational excellence.

1. EXTERNAL CUSTOMER SATISFACTION

At Qatar Fuel (WOQOD), customer satisfaction remains a core indicator of service quality, operational performance, and continual improvement. Through its Integrated Management System (IMS), WOQOD conducts structured external customer satisfaction surveys across all customer segments (B2B and B2C), complemented by a formal customer complaint management process. These mechanisms ensure that customer feedback is systematically captured, analyzed, and acted upon, supporting alignment with business objectives, service excellence standards, and sustainability principles.

The Customer Satisfaction Index (CSI) 2025 reflects WOQOD’s continued focus on strengthening customer experience through improved service reliability, responsiveness, and engagement, reinforcing a customer-centric approach that supports long-term value creation and stakeholder confidence.



4.25	4.07	4.42
4.01	4.46	3.55

The Customer Satisfaction Index (CSI) 2025 reflects WOQOD’s continued focus on strengthening customer experience through improved service reliability, responsiveness, and engagement, reinforcing a customer-centric approach that supports long-term value creation and stakeholder confidence.

B2C customer satisfaction showed positive improvement, reflecting progress in service accessibility, responsiveness, and overall customer experience across retail operations.

B2B customer satisfaction results highlight opportunities to further strengthen service alignment, operational consistency, and engagement with business customers, guiding targeted improvement initiatives for the coming period.

Overall CSI performance continues to support WOQOD’s quality-driven approach, providing valuable insights to further enhance service reliability, customer engagement, and long-term stakeholder confidence.

2. TOWNHALL MEETINGS

A) RETAIL SUPPLIER TOWNHALL MEETING

The QHSSE Department, in collaboration with the Retail Department, hosted a Supplier Townhall Meeting on 9 October 2025 as part of Quality Day 2025, under the theme “Think Differently.” The session engaged key suppliers supporting Sidra and Autocare operations and provided an overview of quality, service, and performance expectations, while serving as a platform for open dialogue and feedback. The event concluded with constructive discussions that reinforced partnership alignment, shared accountability, and continual improvement, reaffirming Qatar Fuel (WOQOD)’s commitment to transparent, collaborative, and sustainable supplier partnerships.



B) CUSTOMER TOWNHALL MEETING: PRIVATE PETROL STATION

The QHSSE Department successfully hosted the Customer Town Hall Meeting for Private Petrol Station customers on 16 October 2025 as part of Quality Day 2025, under the theme “Think Differently.”

The session provided an overview of customer satisfaction performance, operational enhancements, financial governance, and digital service initiatives, while serving as a platform for open engagement between Qatar Fuel (WOQOD) management and customers. The event concluded with an interactive Q&A session, during which WOQOD leadership addressed customer feedback, clarified operational and system-related matters, and reaffirmed the company’s commitment to transparency, customer-centric service, and continuous improvement.



3. COMMITMENT TO QUALITY: WORLD QUALITY DAY 2025

Qatar Fuel (WOQOD) marked its 7th Annual Quality Day on 14th November 2025, continuing a proud tradition that reinforces the organization’s culture of excellence and continual improvement. Organized by the QHSSE Department, WOQOD Quality Day 2025 was held under the theme “Think Differently,” reflecting WOQOD’s commitment to innovation, operational efficiency, and performance excellence across all business segments. The event featured a series of employee-engagement activities and culminated in the Quality Day Award Ceremony, which commenced with welcome remarks by Mr. Mubarak Ali Al Briki, Chief Technical Officer. In his address, he emphasized the significance of Quality Day as a key organizational milestone and commended employees for their sustained dedication to quality, performance, and continuous improvement.

Employee recognitions were presented across three key areas: Customer Focus, honoring employees who actively enhance customer experience through engagement and feedback-driven initiatives; IMS Audit Engagement & Participation, recognizing contributions to audits, workshops, and training supporting WOQOD’s Integrated Management System; and Process Governance, acknowledging employees who uphold process integrity through effective documentation, review, and continual improvement practices.

The event concluded with the presentation of the Department Quality Award 2025, which was awarded for the second consecutive year to the Gas Operations & Distribution Department, accepted by Mr. Naja Mahdi A.H. Al Ahbabi, Gas Operations & Distribution Manager. In his remarks, he expressed appreciation to WOQOD Leadership, supporting departments, and his team, and acknowledged the QHSSE Department for setting higher quality benchmarks that continue to inspire excellence across the organization.

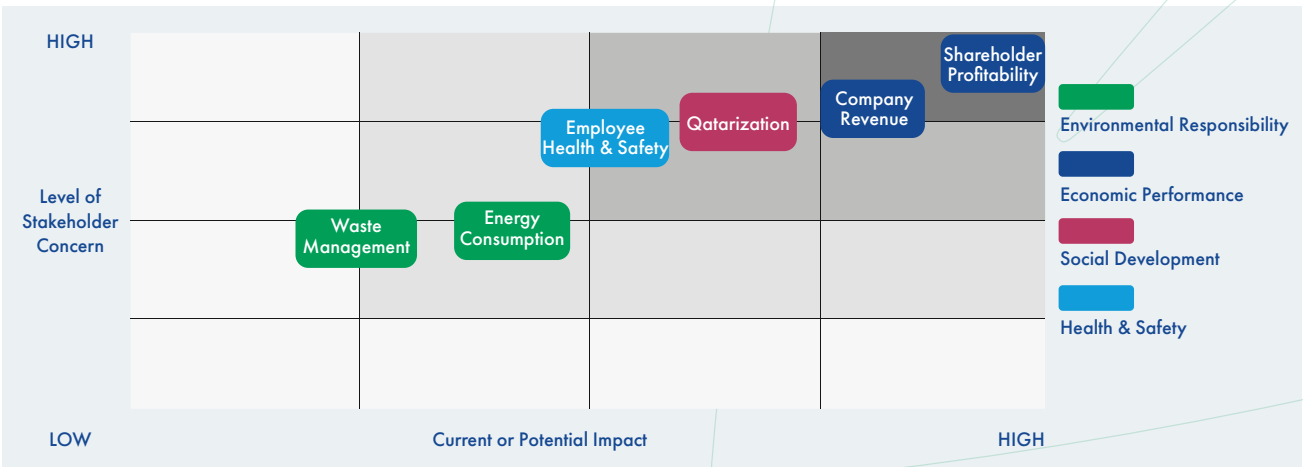
WOQOD Quality Day 2025 reaffirmed WOQOD’s unwavering commitment to embedding quality as a shared responsibility and a key enabler of sustainable business performance.



Mr. Naja Mahdi A H AlAhbabi, Gas Operations and Distribution Manager, received recognition with the Department Quality Award during the Event

GRI 2-29

MATERIALITY MATRIX



WOQOD identifies and prioritizes material issues that are of significant relevance to stakeholders and of critical importance to the business. A materiality assessment was conducted to determine the issues that have the greatest impact on WOQOD’s brand equity, revenue, and costs. The material topics are presented on WOQOD’s materiality matrix, reflecting their importance to stakeholders and their potential business impact. These issues are interrelated and should be considered in a broader context, rather than independently.

IDENTIFYING THE ISSUE

WOQOD’s QHSSE department has undergone a process of assessing the materiality aspect list and benchmarking against past performance. Additionally, an assessment of global trends was conducted such as the UN Sustainable development goals in tandem with National initiatives such as the National Vision 2030 in order to develop objectives geared towards addressing these issues.

ASSESSING BUSINESS IMPACT

This phase of the process focused on determining which issues have a direct impact on the bottom line. As a result, it was identified that issues concerned with operations was highly correlated to profitability of the organization such as employee health & safety, Qatarization, and revenue from retail. and improvements in one can have a knock-on effect on the others. Moreover, in order to implement objectives and set targets geared towards positively influencing these materiality issues the following process was undergone:

ASSESSING STAKEHOLDER INTEREST

Once stakeholders have been identified, the goal is to then determine which stakeholders have the highest interest in relation to the outlined materiality issues and consequently any objectives related to those issues. This can then lead to the effective stakeholder engagement.

REVIEW

The final phase of this process relates to management’s review of the objectives as well as the methodology used to derive these objectives.

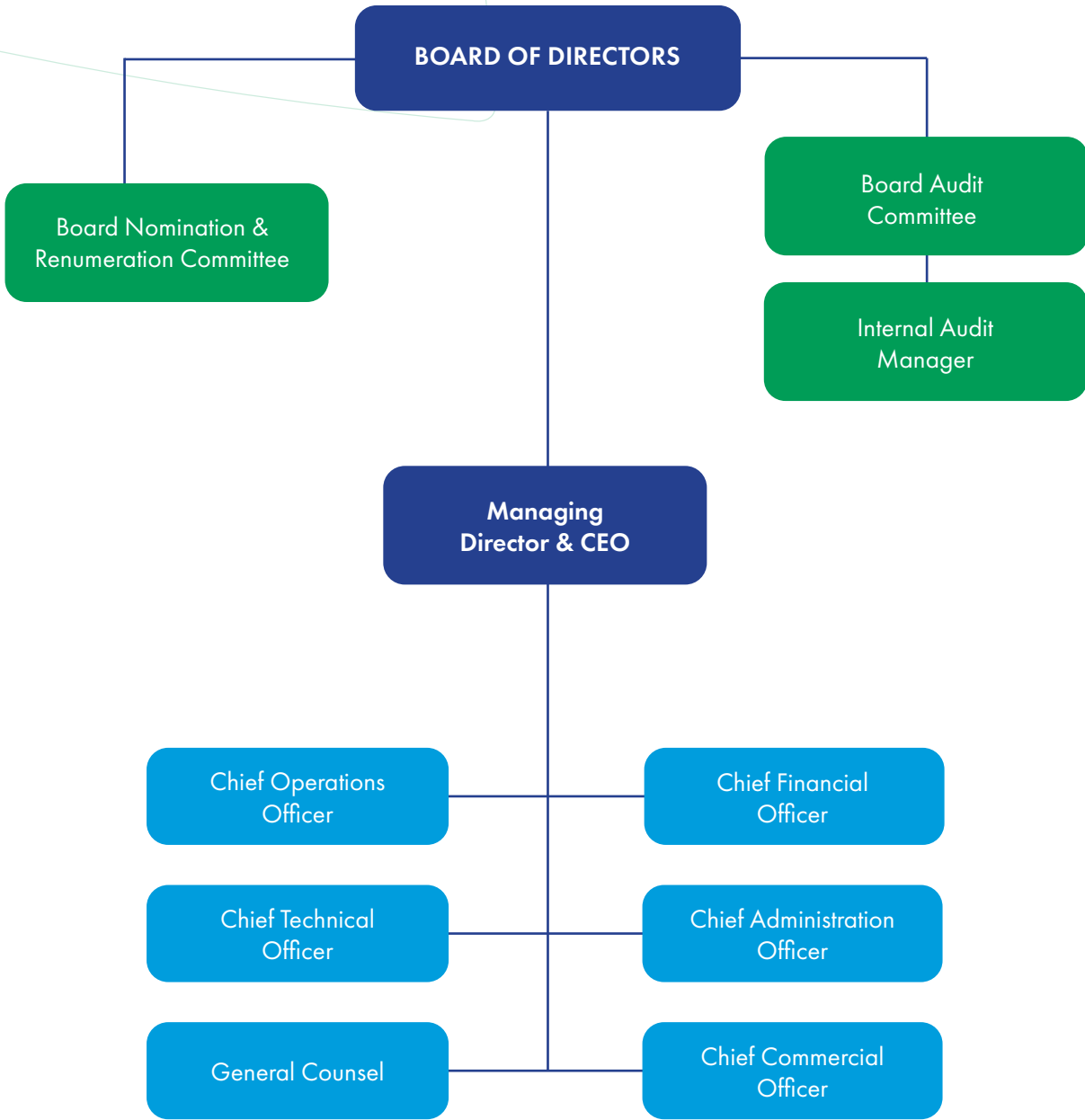
GRI 3-1, 3-2, 2-3

GOVERNANCE

WOQOD has a clear and effective governance structure that extends from our Board of Directors (BoD) and Executive Leadership to our operations. The Board of Directors (BoD) is the highest governance body and responsible for all high-level decision making regarding economic, financial, operational, social and environmental issues.

The Boards’ duties are carried out independently and impartially in accordance with Qatar Stock Market Governance requirements.

GOVERNANCE STRUCTURE



GRI 2-9

BUSINESS ETHICS

WOQOD upholds the integrity of its business operations through the implementation of its internal policies, as outlined in the “Statement of Conflict-of-Interest Policy and Code of Ethics,” supported by strong management systems. It is essential for all WOQOD employees to fully comply with the codes of conduct specified in the Statement of Conflict of Interest and Code of Ethics. This policy applies to all WOQOD and its subsidiary employees. Failure to comply with these provisions may result in disciplinary action, including termination of employment.

The articulated policy is strategically designed to address critical aspects, including but not limited to:

- **Code of Conduct**
- **Duty of Fidelity**
- **Conflict of Interest**
- **Disclosure of Potential Conflicts**
- **Harm to Business Reputation**
- **Gifts or ‘Kickbacks’**
- **Company Funds and Property**
- **Confidential Information**
- **Outside Employment and Business Activities**

The thorough delineation of these elements’ underscores WOQOD’s commitment to upholding ethical standards and ensuring the sustained integrity of its business practices.

GRI 2-23, 2-26



BOARD AUDIT COMMITTEE

The Board Audit Committee (BAC) shall be appointed by WOQOD Board of Directors (BoD) as a Sub-Committee of the Board, and all members of the BAC shall have sufficient expertise that enable them to perform the committee's function elaborated in 'Article 4 – Board Committees and 'First: The Audit Committee, Composition and Function of the Committee' Concerning the Issue of Governance Code for Listed Companies issued by the Qatar Financial Markets Authority (QFMA)'s Board Decision No. (5) of 2025. The BAC in WOQOD effectively functions as an oversight body of the Board. The BAC assists the BoD in discharging its responsibilities regarding financial reporting, external and internal audits, Governance, Risk Management and Internal controls.

The committee's chairman shall be an Independent Member, and the majority of the members shall be independent members of the Board. They shall be experienced in financial, accounting and auditing issues.

BAC's responsibilities in relation to Internal Audit (IA) include review of the reports prepared by the Internal Audit Department and the External Auditor, as well as the reports of the Authority and the other supervisory authorities, following up on the correction of violations stated therein, setting forth the necessary controls to ensure their non-recurrence, and submitting the results of its reviews to the Board on a regular basis. The Committee shall also review and approve the audit plan on an annual basis.

In order to ensure independence of the Internal Audit function, Internal Audit reports functionally to the BAC and administratively to the MD & CEO. Internal Audit function is carried out by in-house resources and whenever required, some parts of planned audits are outsourced to authorized third party consultants.

GRI 2-1



PILLAR

1 | OPERATIONAL EXCELLENCE AND ECONOMIC PERFORMANCE

ECONOMIC PERFORMANCE

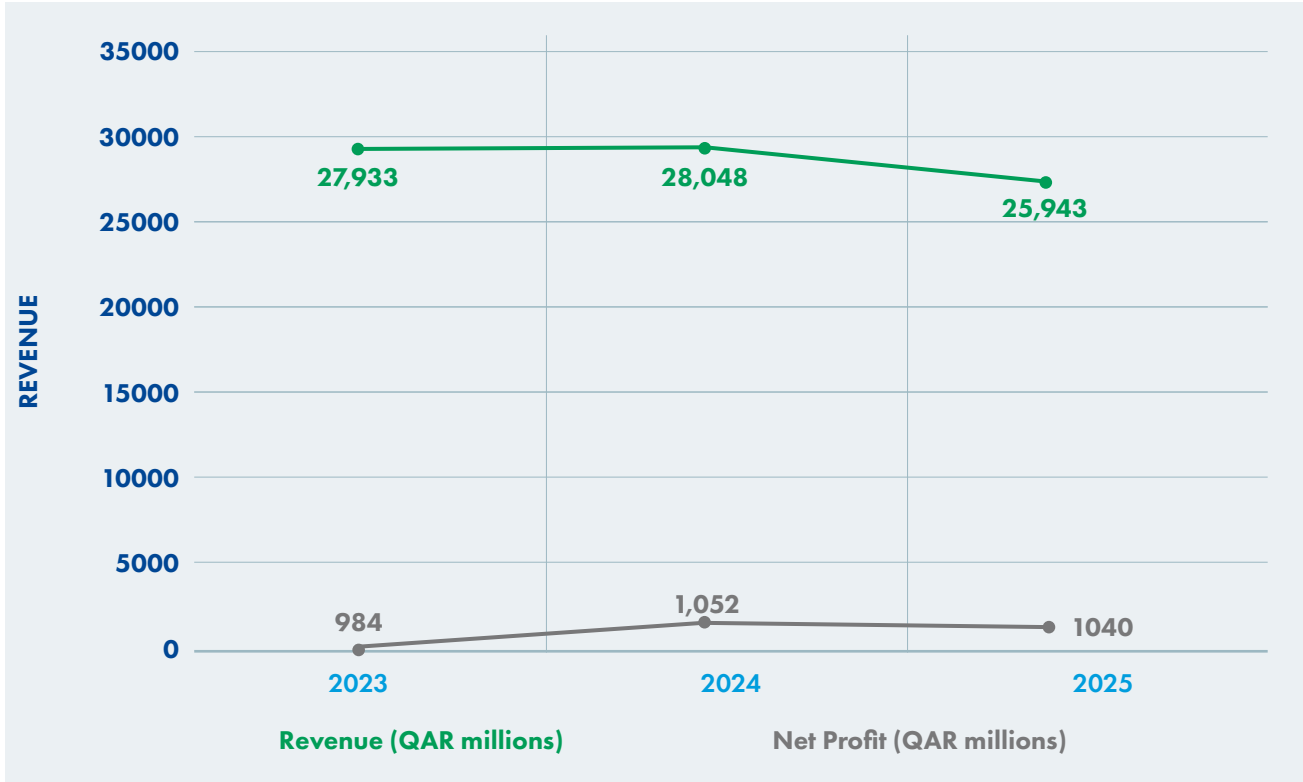
MATERIAL ISSUES

- Economic Performance
- Anti-Corruption

DIRECT VALUE GENERATED & DISTRIBUTED (QAR MILLION)

	2023	2024	2025
Revenue	27,933	28,048	25,943 (-8%)
G&A	230	232	225 (3%)
NET PROFIT (net of minority interest)	984	1,052	1,040 (-1%)

Revenue (QAR millions)



In the fiscal year 2025, the net profit (net of minority interest) of WOQOD Group, totaled QAR 1,040 million (-1% compared to 2024).

GRI Disclosure: 201-1

CHIEF OPERATION OFFICER



In Operations, we remain committed to advancing sustainability, operational excellence, and innovation.

Digital transformation continues to be a key driver of our operational performance. We are progressively transitioning toward paperless and automated processes through electronic delivery systems, digital checklists, driver tablets, and operational management tools. These improvements enhance accuracy, strengthen controls, and improve efficiency across daily operations.

In parallel, we continue to modernize and optimize our fleet and logistics capabilities through initiatives such as Automated Vehicle Tracking Systems (AVTS), Euro 6-compliant vehicles, and upgraded equipment including refueling carts and improved tanker configurations. These enhancements support improved fleet utilization, reduced environmental impact, and more ergonomic working conditions.

We are also strengthening our contribution to environmental sustainability through targeted initiatives in fuel efficiency, emissions management, water conservation, and recovery systems. In support of the broader energy transition, we continue to collaborate with key stakeholders on the adoption of lower-carbon fuel solutions, including Sustainable Aviation Fuel (SAF) and Low Carbon Aviation Fuels (LCAF), aligned with national and global decarbonization goals.

A key milestone in 2025 was the introduction of IATA Service Level 2 refueling operations in support of Qatar’s national carrier, improving aircraft turnaround efficiency, operational consistency, and enhancing employee productivity.

Collectively, these efforts reflect a culture of safety, innovation, accountability and continuous improvement across WOQOD and its subsidiaries.

ANNAS IBRAHIM EID
CHIEF OPERATION OFFICER

FUEL SALES VOLUME

FUEL SALES VOLUME (MM LITERS)				
PRODUCT	2022	2023	2024	2025
Super	1,361	1,410	1,462	1,593
Premium	1,460	1,514	1,587	1,553
Diesel	2,456	2,079	2,011	2,000
Jet A1	4,864	5,662	6,222	6,214

LPG SHAFAF SALES VOLUME (METRIC TONNES)				
	2022	2023	2024	2025
TOTAL	115,257	123,382	127,915	132,466

LPG BULK SALES VOLUME (METRIC TONNES)				
	2022	2023	2024	2025
TOTAL	87,033	92,179	101,914	107,363

NATURAL GAS SALES VOLUME (MMBTU)				
	2022	2023	2024	2025
Industrial	1,589,859	1,562,158	1,959,501	2,276,504
CNG	123,880	82,167	82,111	138,831
TOTAL	1,713,739	1,644,325	2,041,612	2,415,335

BITUMEN SALES VOLUME

BITUMEN SALES VOLUME (METRIC TONNES)				
	2022	2023	2024	2025
TOTAL	99,812	35,319	17,097	15,814

In 2025, the total fuel volume increased by 1% increase, reaching 11.36 billion liters compared to the previous year (11.28 billion liters).

- Jet A1 fuel sales remained almost same as last year.
- Overall gasoline sales higher by 3% (Super Gasoline sales higher by 9% and Premium Gasoline sales lower by 2%) driven by market demand.
- Diesel demand declined by 1%.

In 2025, WOQOD's LPG sales grew by 4% and Natural Gas (Including CNG) sales increased by 18%. Our bitumen sales decreased by 8% as compared to last year, driven by lower market demand.



CHIEF ADMINISTRATION OFFICER



"At WOQOD, we recognize that our people are the driving force behind our long-term success, and investing in their growth remains one of our highest strategic priorities. In 2025, we further strengthened our commitment to Qatarization, achieving a Qatarization rate of 15.03%, with Qatari nationals representing 41.75% across senior-level positions. This reflects our unwavering commitment to developing national talent, building a strong leadership pipeline, and supporting the human development pillar of Qatar National Vision 2030.

Our commitment to Qatarization is complemented by a broader strategy to cultivate a high-performing, future-ready workforce. We continue to foster a culture of learning, inclusion, and opportunity through ongoing capability development, equitable employment practices, and initiatives that strengthen employee engagement and retention.

During the year, we delivered more than 34,144 training man-hours, across WOQOD and its subsidiaries, equipping our employees with the technical, operational, and leadership capabilities needed to meet evolving business demands. Together, these investments reinforce our ambition to build a resilient, agile, and high-performing organization that drives operational excellence, creates sustainable value for our stakeholders, and contributes to Qatar's long-term economic and social development."

SAEED RASHID AL-KAABI
CHIEF ADMINISTRATION OFFICER

PILLAR

2 | SOCIAL DEVELOPMENT & COMMUNITY INVESTMENT

SOCIAL DEVELOPMENT & COMMUNITY INVESTMENT

MATERIAL ISSUES:

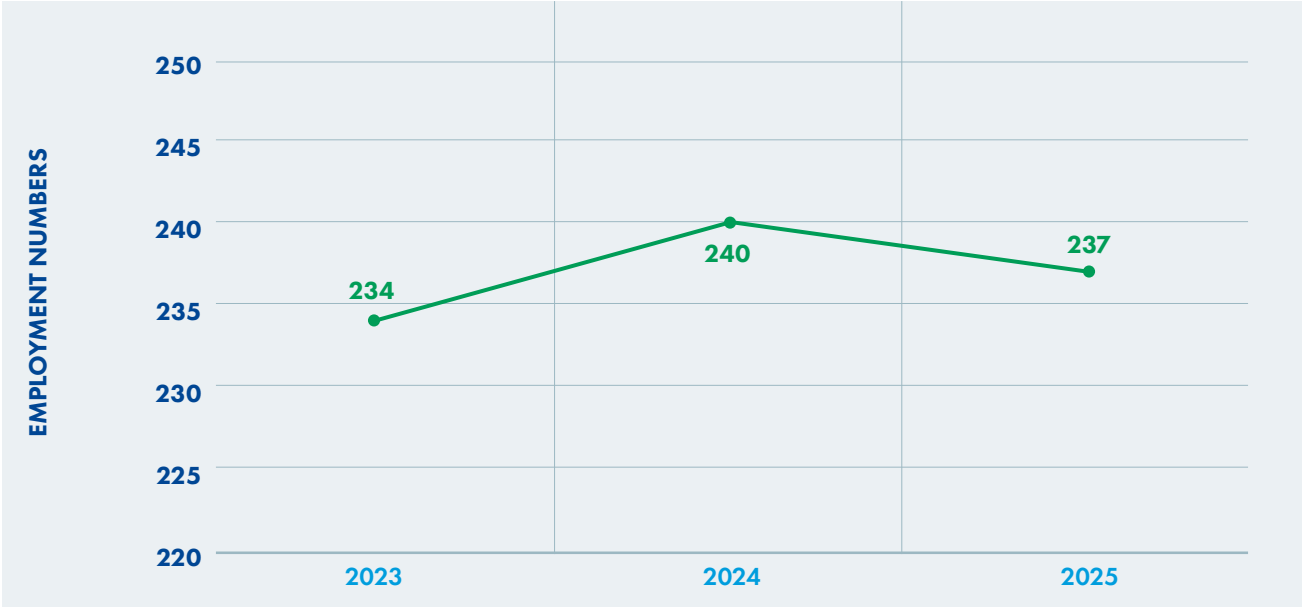
- Qatarization
- Training and Education
- Equal Opportunity Labor Practice
- Corporate Social Responsibility
- Fair Wages

QATARIZATION

At WOQOD, our strategic priorities are steadily anchored in our employees, with a significant focus on learning and development. Human Capital’s efforts and initiatives are carefully tailored to attract, develop, and retain Qatari talent. As a result, we have achieved an overall Qatarization rate of 15.03% across the organization, with approximately 41.75% representation in senior-level positions, excluding retail petrol station roles.

QATARIZATION		
YEAR	QATARIZATION %	NO. OF QATARI EMPLOYEES
2023	14.11	234
2024	15.28	240
2025	15.03	237

Qatarization



GRI Disclosure: 413-1

RECRUITMENT INITIATIVES

RECRUITMENT INITIATIVES

YEAR	NUMBER OF NEW RECRUITS
2023	100
2024	46
2025	119

Human Capital Department participates in achieving strategic goals, operating in line with the directives of senior management, considering the workforce is a crucial factor in achieving desired outcomes.

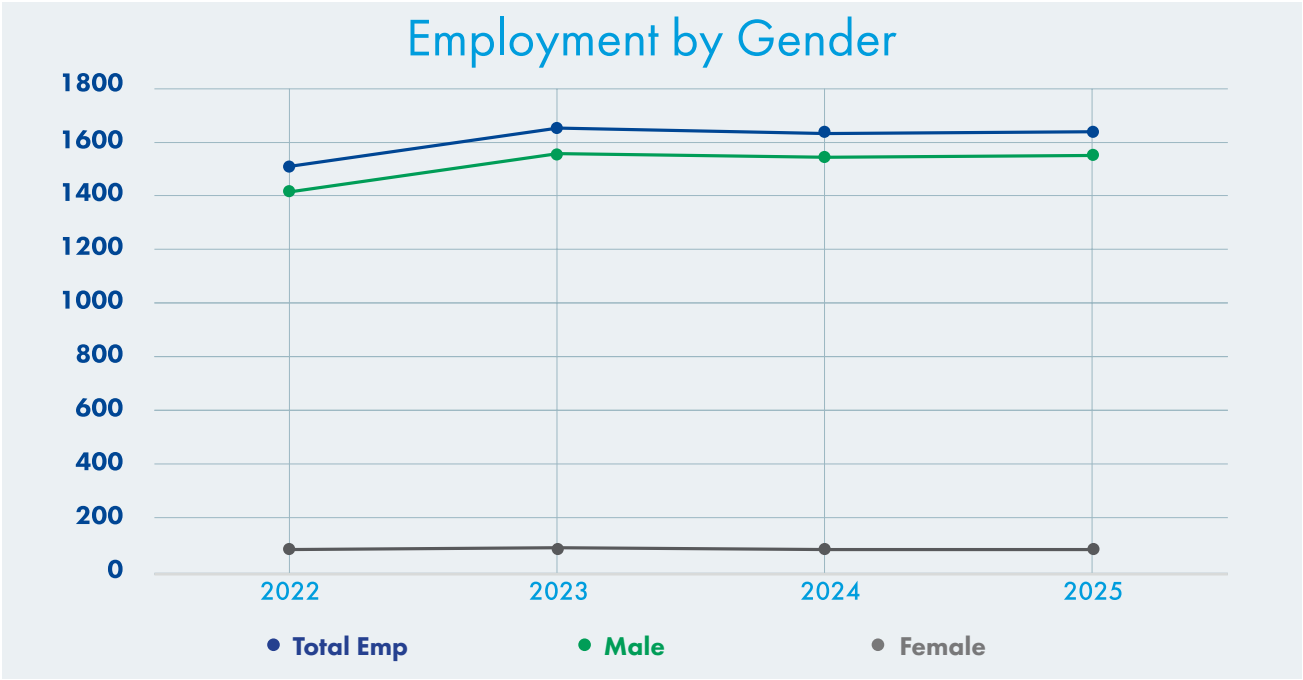
GRI Disclosure: 401-1

EMPLOYMENT BY GENDER

WOQOD is committed to promoting gender parity in employment, training, and career development opportunities by fostering an inclusive workplace and supporting the professional growth of women in leadership. In 2025, women comprised 5.53% of the total workforce and held 11.94 % of management positions.

EMPLOYMENT BY GENDER

YEAR	TOTAL	MALE	FEMALE	FEMALE %
2022	1,514	1,420	94	6.21%
2023	1,657	1,562	95	5.73%
2024	1,636	1,545	91	5.56%
2025	1,645	1,554	91	5.53%



EMPLOYEE TURNOVER RECORD

The overall annual turnover rate for 2025 stands at an encouraging average of 11.41%. Notably, apart from the retail segment, all other facilities have maintained impressively low turnover levels, reflecting strong employee retention and organizational stability across the Group.

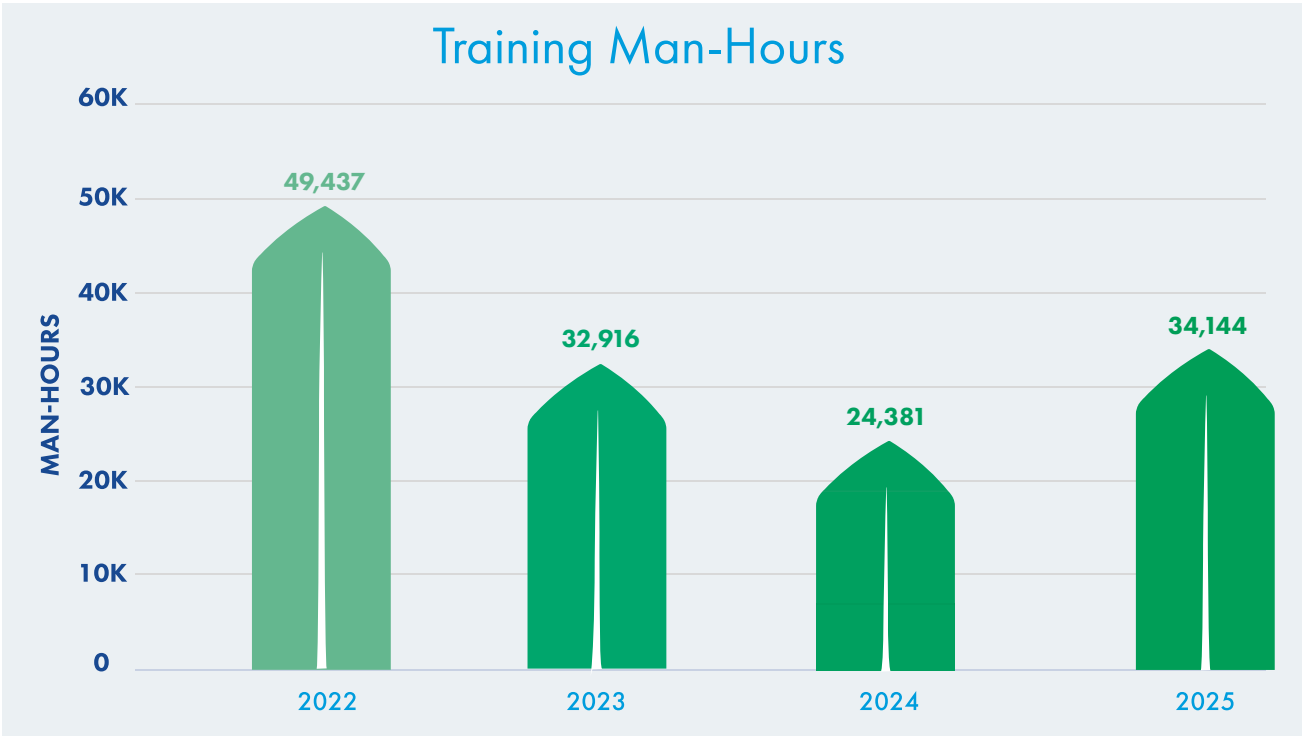
EMPLOYEE TURNOVER RECORD

WOQOD & SUBSIDIARY	2024 (%)	2025 (%)
WOQOD	1.92	1.40
FAHES	2.35	0.48
Marine	7.41	8.22
QJet	3.02	1.12
Retail	15.12	17.74

GRI Disclosure: 405-1

TRAINING

WOQOD regards its human capital as an invaluable asset, emphasizing the imperative of substantial investment in its development. This commitment is evident through a myriad of ongoing training and development initiatives spanning technical expertise and general skills, designed to enhance the capabilities of employees across all organizational domains. In the reporting year 2025, WOQOD successfully completed a total of 34,144 training man-hours, encompassing corporate and operational sectors, as well as subsidiaries.



TRAINING BREAKDOWN

TRAINING BREAKDOWN		
FACILITY NAME	TOTAL TRAINED STAFF	2025 (%)
Corporate	2,189	10,084
Retail	4,116	20,035
Q-JET	492	2,935
FAHES	219	1,090
Total	7,016	34,144

GRI Disclosure: 404-1,404-2 & 404-3



CHIEF COMMERCIAL OFFICER



In 2025, WOQOD made significant progress in enhancing its offerings, fostering innovation, and supporting the organization’s sustainable growth.

Retail fuel sales at WOQOD Petrol Stations maintained strong momentum, contributing to the achievement of an impressive 84% retail fuel market share in Qatar. The year also witnessed record retail fuel performance, with all-time high monthly gasoline retail sales of 233 million liters in October 2025.

While maintaining the leadership in the retail fuel sales, we continued to strengthen the non-fuel business by enhancing product portfolio, introducing new in-house brands “QOOT” and expanding Autocare offerings, further enhancing customer value proposition and strengthening non-fuel offerings.

A key milestone during the year was the expansion of the Autocare franchising network to 17 locations, enhancing retail non-fuel business and strengthening profitability.

In addition, we also strengthened retail leasing portfolio, achieving an occupancy rate of 90%. Meanwhile, WOQODe, the Company’s fuel management system, continued to grow, reaching approximately 42,000 installed tags demonstrating WOQOD’s commitment to expanding digital solutions for customers.

The year 2025 witnessed a 1% increase in total fuel sales volumes compared to 2024 mainly driven by 3% growth in gasoline sales. In parallel, the retail petrol station network continued to expand, reaching 128 operating petrol stations following the opening of 3 new stations in 2025. Furthermore, work is currently underway to build 10 petrol stations that are at various stages of implementation, reinforcing WOQOD’s commitment to expanding the nationwide petrol stations network to meet Qatar’s fueling needs.

Looking ahead, WOQOD remains committed to strengthening the Retail business through network expansion, digital transformation, and customer-centric product offerings, delivering sustainable value to customers.

SULTAN JASSIM AL-MADEED
CHIEF COMMERCIAL OFFICER

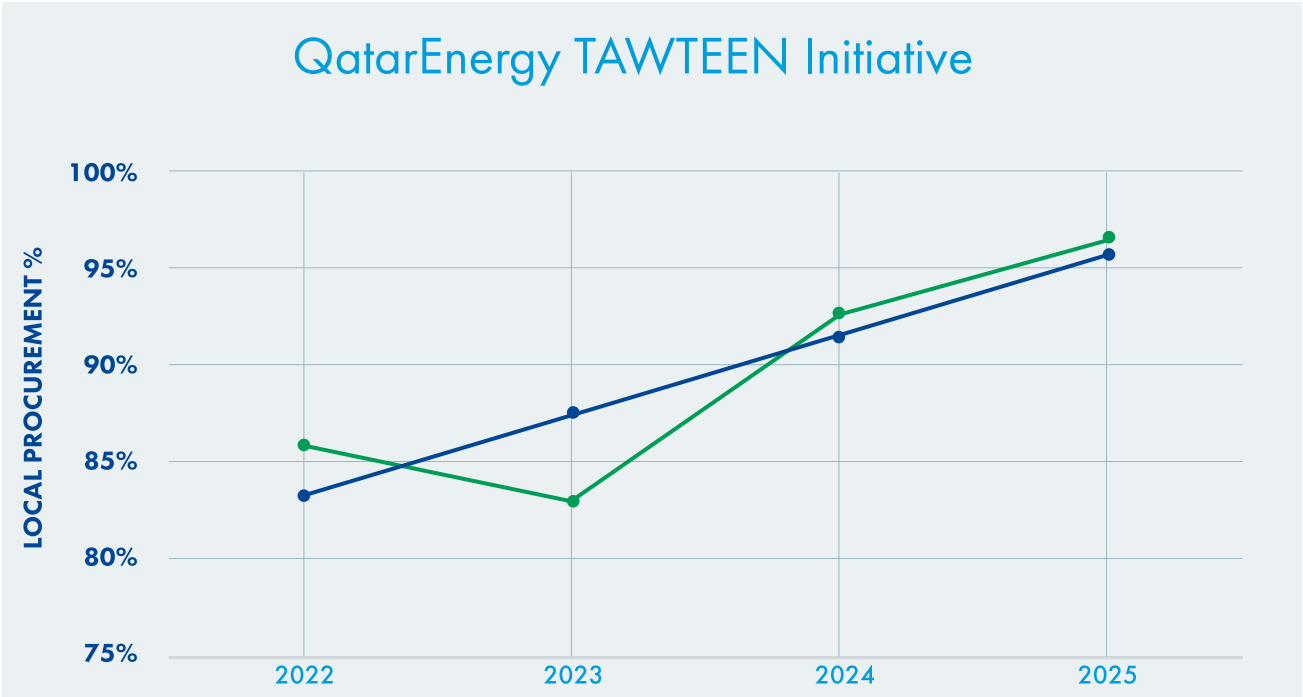
SUPPLIER SCREEING & PROCUREMENT

In WOQOD’s contractual engagements with third-party entities such as contractors, suppliers, and service providers, it is mandated that all parties adhere strictly to Qatar’s laws and regulations, along with compliance with WOQOD’s code of business ethics and conflict of interest policy. WOQOD remains steadfast in its ongoing endeavors to ensure that all suppliers maintain alignment with both local and international standards.

LOCAL PROCUREMENT

The Company has formulated a dedicated policy aimed at bolstering the local economy through the provision of business opportunities to local suppliers. Through the utilization of transparent public tendering processes to fulfill procurement and contractual requisites, WOQOD actively fosters opportunities for local suppliers and service providers. Furthermore, we proudly recognize our commitment to the local procurement strategy in alignment with the QatarEnergy TAWTEEN Initiative.

In 2025, 96.95% of our total procurement was awarded to Qatar registered entities / suppliers, a 4.25% increase compared to 2024.



GRI Disclosure: 308-1

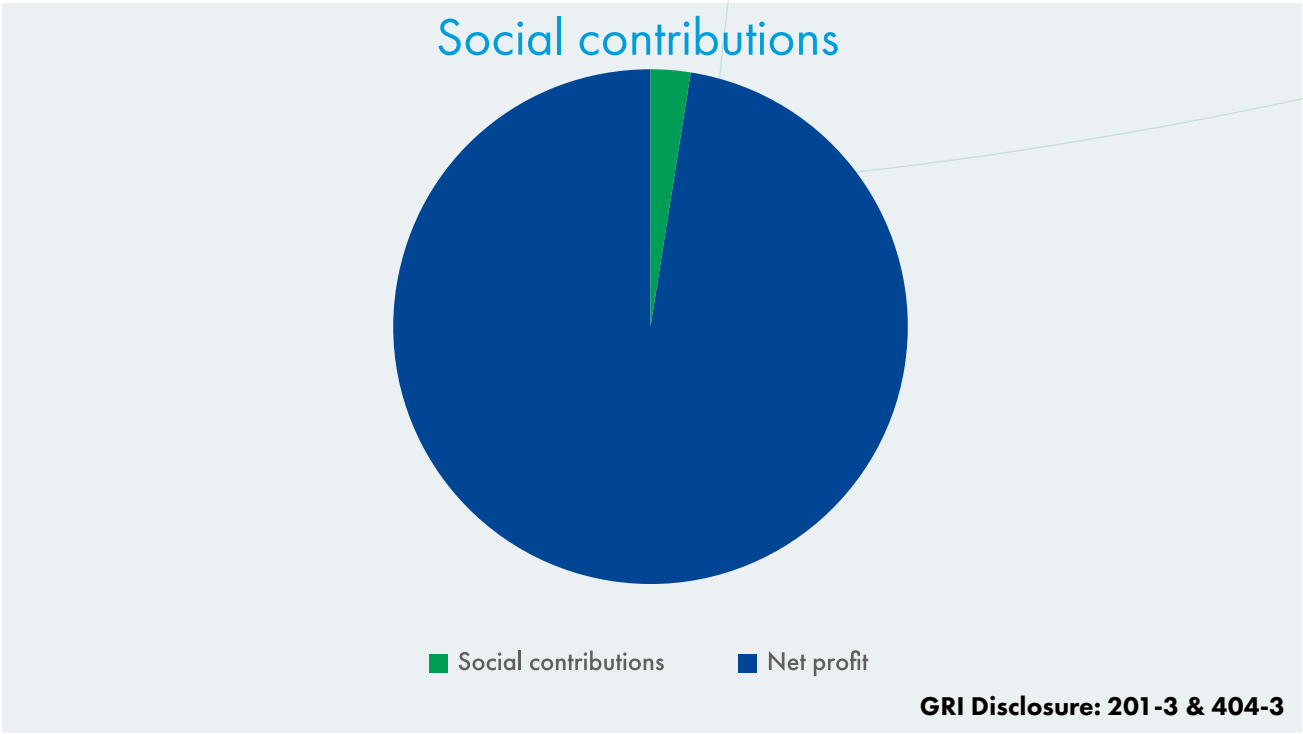
WOQOD’S CSR ACTIVITIES - 2025

WOQOD upholds its commitment to corporate social responsibility, actively advocating for environmental conservation and supporting local communities. Our Corporate Social Responsibility (CSR) framework is centered around community engagement, healthcare, education, and environmental stewardship. In the year 2025, WOQOD proudly contributed to several initiatives, a visionary endeavor designed to invigorate urban spaces and foster creative expression in designated districts. This initiative not only enriches the cultural landscape but also establishes vibrant hubs that serve as focal points for visitors across the city. Moreover, WOQOD’s involvement underscores its dedication to Qatar Museums’ enduring mission of promoting public art and nurturing local artistic talent.

SOCIAL CONTRIBUTION

As a public company, WOQOD contributes 2.5% of its annual net profit to the Sports Authority fund as mandated by the Law No (13) in 2008.

YEAR	2023	2024	2025
Net Profit	QAR 984 million	QAR 1,052 million	QAR 1,040 million
Social Contributions	QAR 24,599,000	QAR 26,311,000	QAR 26,000,478
%	2.50%	2.50%	2.50%



WOQOD’S BLOOD DONATION CAMPAIGNS

WOQOD actively supports community-focused initiatives, such as blood donation campaigns, reflecting its commitment to public health and corporate social responsibility. These efforts contribute to national healthcare objectives and reinforce the Company’s role in supporting national initiatives that contribute to the well-being of society.

AL ATIYAH FOUNDATION

Through its cooperation agreement with the Abdullah Bin Hamad Al-Attiyah International Foundation for Energy and Sustainable Development, WOQOD supports initiatives that promote sustainability, energy awareness, and knowledge exchange. The partnership reflects the Company’s commitment to corporate social responsibility and its contribution to advancing the national sustainable development goals.

PILLAR

3 | SAFEGUARDING THE ENVIRONMENT



SAFEGUARDING THE ENVIRONMENT

MATERIAL ISSUES:

- Regulatory Compliance
- Emissions Management
- Waste Management
- Resource Consumption

WOQOD ENVIRONMENTAL SUSTAINABILITY

WOQOD is committed to advancing Environmental, Social, and Governance (ESG) objectives in alignment with Qatar's National Vision 2030. Acknowledging our responsibility towards environmental stewardship, we focus on managing and minimizing the environmental impacts of our operations.

We regularly conduct environmental impact assessments to identify and address areas where our activities may affect natural resources, ecosystems, and surrounding communities.

In response to these assessments, we have implemented comprehensive strategies to mitigate the effects of air emissions, water usage, and waste generation. Our approach is guided by a commitment to resource efficiency and the principles of a circular economy.

We continuously work towards enhancing waste management practices and adopting energy-efficient technologies.

While WOQOD has made significant progress in reducing its environmental footprint, our pursuit of innovative and sustainable solutions remains ongoing. By fostering a culture of environmental responsibility, we aim to ensure the long-term resilience and sustainability of our operations, contributing to global environmental goals.



ENVIRONMENTAL COMPLIANCE

WOQOD and its subsidiary entities remain unwavering in our commitment to the highest standards of regulatory compliance and operational integrity. We ensure full adherence to the environmental regulations established by the Ministry of Environment and Climate Change (MECC), supported by the maintenance of valid Consent to Operate (CTO) permits across all our operating areas.

To uphold these standards, WOQOD systematically implements robust environmental management systems, driving sustainability through the vigilant monitoring of key performance indicators. Furthermore, we engage independent third-party consultants to conduct periodic environmental monitoring, verifying that all key parameters consistently remain within MECC-mandated limits and reinforcing our dedication to environmental stewardship.

GRI Disclosure: 307-1

MANAGING CLIMATIC CHANGE

We recognize the critical role the energy sector plays as a major contributor to greenhouse gas emissions, emphasizing the importance of aligning our environmental initiatives with our business operations. Our commitment to environmental sustainability includes the pursuit of emission reduction strategies, driven by the adoption of new technologies, the integration of clean energy solutions, and the implementation of various mitigation measures.

Addressing climate change is a key challenge for our operations, prompting us to closely monitor climate-related trends and associated risks while identifying emerging opportunities. As an active participant in Qatar’s transformation, WOQOD is dedicated to reducing its environmental impact through sustainable energy programs. Our strategic focus is to continue leveraging operational efficiencies, adopting best-available technologies, and minimizing our carbon footprint to foster sustainable practices across all aspects of our operations. Through these initiatives, WOQOD contributes to the broader goal of environmental sustainability and supports Qatar’s National Vision 2030. WOQOD is currently in the process of reviewing Stage II vapor recovery systems at all new petrol stations to efficiently manage volatile organic compound (VOC) emissions.

ENERGY MANAGEMENT

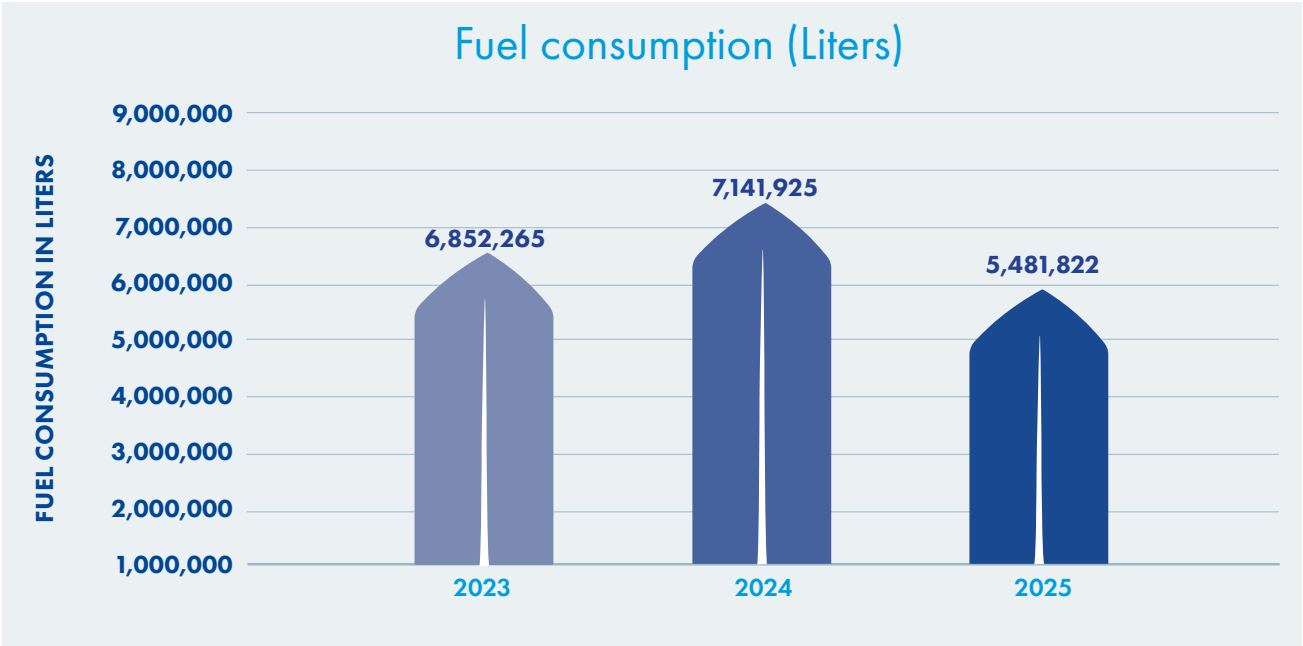
At WOQOD, we acknowledge the imperative of achieving an industry-wide reduction in carbon emissions for the sake of global environmental sustainability. In our operational framework, we actively drive environmental programs dedicated to the management and continual reduction of our greenhouse gas emissions. This commitment involves the utilization of alternative energy sources, aligning with our mission to combat climate change and contribute to a healthier future.

WOQOD’s operation involves utilization of both direct and indirect energy sources. Direct energy, in the form of fuel, is utilized by WOQOD fleets to facilitate the delivery of our products to petrol stations and bulk customers. The indirect energy (power consumption) is sourced from the Qatar National Utility Company (Kahramaa).

DIRECT ENERGY

In 2025, WOQOD’s primary direct energy consumption was assessed based on diesel usage, primarily for its distribution fleet and diesel generators that provide support for emergency requirements and temporary power at petrol stations. The distribution fleet, comprising diesel-powered road tankers, plays a vital role in transporting petroleum products to designated sales points. The recent reduction in diesel consumption is primarily attributed to the slower expansion of new petrol stations compared to previous years, during which WOQOD nearly achieved its station development targets. Nonetheless, the company remains committed to enhancing transport efficiency and optimizing delivery routes, with the objective of minimizing overall fuel consumption and further advancing the sustainability of its operations.

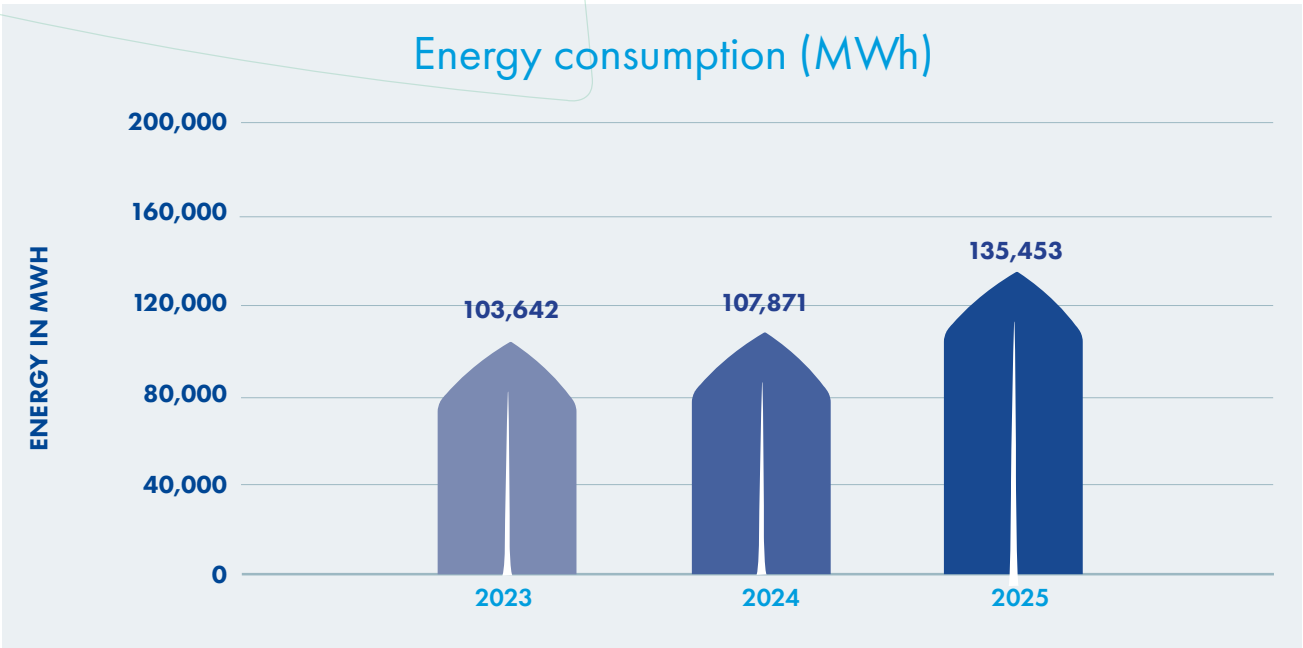
YEAR	Diesel (Liters)	Energy (GJ)	Scope 1 emission (Tons, CO2eq)
2023	6,852,265	240,834	18,364
2024	7,141,925	275,679	19,140
2025	5,481,822	211,598	14,691



INDIRECT ENERGY

Throughout the year 2025, we maintained vigilant monitoring of indirect energy consumption. Notably, there was a 25.6% change in energy consumption compared to the previous year, attributable to operational requirements and the opening of new petrol stations. This data reflects our commitment to transparency and accountability in assessing our energy consumption patterns for optimized efficiency.

YEAR	ELECTRICITY (MWh)	ENERGY (GJ)	Scope 2 emission (Tons, CO2eq)
2023	103,642	373,110	44,566
2024	107,871	388,334	46,384
2025	135,453	487,631	58,244



ENERGY MANAGEMENT INITIATIVES – RENEWABLE ENERGY

WOQOD has entered into a formal Memorandum of Understanding (MoU) with Siraj Energy to collaboratively design, implement, and manage a Photovoltaic (PV) energy system integrated with electric vehicle (EV) charging infrastructure at our fueling stations. This PV initiative aims to optimize energy consumption, reducing operational energy costs while significantly lowering the carbon footprint of our retail network.

Aligned with Qatar’s 2030 sustainability agenda and WOQOD’s commitment to renewable energy, we have successfully installed state-of-the-art solar panel systems at three petrol stations. These systems help offset a portion of the energy demand, contributing to the stations’ overall energy requirements.

We are actively exploring further opportunities to scale and enhance this initiative for greater environmental impact and energy efficiency.

In 2022, WOQOD signed a Memorandum of Understanding (MoU) with Kahramaa to install and operate electric vehicle (EV) charging units at its fuel stations. Leveraging our extensive network, we will continue expanding EV charger installations in collaboration with Kahramaa, aligning with market demand. WOQOD remains committed to the efficient, cost-effective, and environmentally responsible procurement and utilization of energy from Kahramaa. This commitment reflects our proactive approach to sustainability, ensuring optimal energy efficiency across our operations.

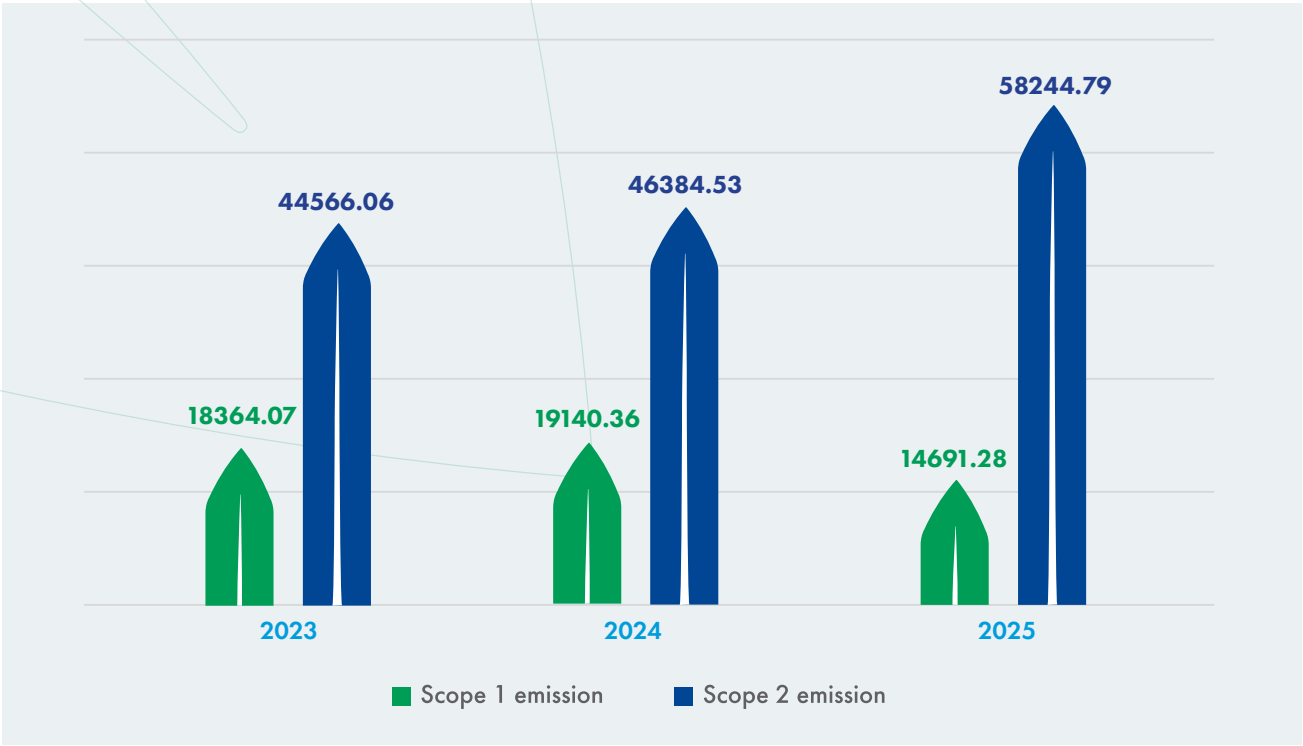
GRI Disclosure: 302-1,302-2 & 302-3

GHG EMISSIONS

Qatar is taking decisive steps to reduce greenhouse gas (GHG) emissions by 25% by 2030. Oil and Gas sector strives to adopt lower emission intensive technologies in line Qatar National Vision 2030. Our efforts in this capacity include tracking and reporting greenhouse gas (GHG) emissions that result from our operations, developing methods and introduce emission reduction technologies to reduce emissions. The main source of WOQOD’s GHG emissions is use of transportation fuels (scope 1) & the purchased electricity (scope 2).



GHG EMISSIONS (TONS, CO2-EQ)



GHG EMISSION CONTROL AND MANAGEMENT INITIATIVES

- Implementation of AdBlue dispensing systems to induce new fleets to achieve total NOx emissions compliance for Euro 6 vehicles and diesel engines.
- WOQOD deploys annual leak detection monitoring surveys to detect leaks and perform repairs across its facilities as a proactive approach to reduces GHG emissions.
- The annual leak detection survey ensures the operational reliability of WOQOD facilities and minimizes the risk of product loss and environmental contamination.
- WOQOD is currently in the process of reviewing Stage II vapor recovery systems at all new petrol stations to efficiently manage volatile organic compound (VOC) emissions.

GRI Disclosure: 305-1, 305-2 ,305-4, 305-5 ,302-4

CHIEF TECHNICAL OFFICER



“In 2025, FAHES inspections saw a 13% increase, driven by the MOI announcement and natural influx of newly registered vehicles requiring inspection after three years from initial registration.

In terms of operational reliability, we continue to implement a proactive maintenance strategy for our assets and equipment, ensuring periodic checks to maintain the highest safety and operational standards. This approach has resulted in uninterrupted operations, with no shutdowns or accidents throughout the year.

Our commitment to international safety standards is reinforced through our participation in the Royal Society for the Prevention of Accidents (RoSPA) Awards. As the UK’s leading safety organization, RoSPA focuses on reducing serious accidental injuries.

WOQOD achieved the Gold RoSPA Occupational Health & Safety Achievement Award and Gold RoSPA Fleet Safety Award. These are noncompetitive and are based on organization’s systems for managing occupational health & safety and road risk.

Additionally, we continue to promote sustainability by reducing paper usage and recycling plastic waste, batteries and used oil. Through these initiatives, WOQOD remains dedicated to driving sustainable progress, enhancing operational efficiency, and upholding the highest standards of health, safety, and environmental responsibility.”

MUBARAK ALI AL-BRIKI
CHIEF TECHNICAL OFFICER

CLEANER FUEL - CNG

In line with Qatar National Vision 2030, WOQOD and its subsidiaries are committed to reducing the nation’s carbon footprint. In collaboration with QatarEnergy, both entities work to meet the growing demand for CNG. The transition from diesel and gasoline to cleaner fuels is a key step toward sustainability.

WOQOD operates three CNG stations in the New Industrial Area, Ras Laffan, and Mesaieed, supplying fuel to public buses, taxis, government staff buses, and project vehicles. As demand for CNG-powered vehicles increases, WOQOD is actively working on offering CNG conversion services for fuel-powered vehicles, reinforcing its commitment to environmental sustainability.

Compressed Natural Gas (CNG) is recognized as one of the cleanest alternative fuels available, significantly reducing vehicular emissions. Compared to gasoline and diesel, CNG-powered vehicles emit approximately 28–30% fewer greenhouse gases (GHGs), contributing to lower overall carbon footprints. Additionally, CNG usage can lead to a substantial reduction in nitrogen oxide (NOx) and reactive hydrocarbon emissions, both of which are key precursors to ground-level ozone formation and air pollution.

WATER MANAGEMENT

WOQOD recognizes the critical importance of natural resources and the environmental impact of its operations. As a downstream petroleum distributor, the company strives to reduce water consumption across its activities, particularly within the oil and gas sector. This is achieved through the implementation of water-efficient technologies, including the recycling of water used in fleet auto-washes. To further enhance water conservation, WOQOD’s newly established petrol stations with car wash facilities incorporate advanced water recycling systems that treat and reuse wash water. These systems are expected to achieve reduction in freshwater consumption, significantly improving resource efficiency and minimizing the environmental impact, in alignment with GRI sustainability standards.

GRI Disclosure: 303-1, 303-3, 306-3

WASTE MANAGEMENT

WOQOD adheres to the principles of responsible waste management by classifying waste into non-hazardous and hazardous categories, in compliance with both internal company standards and the Ministry of Environment and Climate Change (MECC) regulations. The handling, storage, and disposal of waste are managed in accordance with best practices to minimize environmental impact.

WOQOD is dedicated to increasing waste reuse and recycling rates, focusing on reducing the volume of waste sent to landfills. This commitment aligns with our sustainability objectives to minimize our environmental footprint while preserving valuable resources through conscientious waste management.

GRI Disclosure 306-3

WASTE RECYCLE

In 2025, WOQOD sent recyclable materials, including paper, plastic, batteries, and used oil, to MECC-approved recycling facilities.

Sr.No.	RECYCLABLE WASTE	UNIT	2023 QTY.	2024 QTY.	2025 QTY.
1	Used Oil	Liters	1,025,500	814,800	709,270
2	Paper	Tons	370	373	482
3	Batteries	Tons	324	285	277
4	Plastic	Tons	32	65	102

In fostering a culture of sustainability, WOQOD actively implements on-site waste segregation measures and provides operational support to enhance the separation of recyclable waste. These efforts contribute to WOQOD’s continuous pursuit of innovative solutions aimed at reducing resource consumption, minimizing emissions, and mitigating waste, thus reinforcing our commitment to environmental sustainability.

WOQOD ENVIRONMENTAL AWARENESS CAMPAIGN 2025

In line with WOQOD’s environmental commitment, WOQOD, in collaboration with the Ministry of Environment and Climate Change (MECC) and WOQOD main waste management contractor, M/s Seashore Engineering, successfully conducted the Environmental Awareness Campaign 2025 across its operational locations.

The campaign was designed to strengthen sustainability practices and reinforce compliance with WOQOD’s Waste Management Procedure, the Ministry’s guidelines, and the national objectives of Qatar National Vision 2030. Through this initiative, WOQOD significantly enhanced awareness of proper waste segregation, reinforced its commitment to environmental responsibility, and further aligned its operations with national sustainability and climate change objectives.



PILLAR

4 | HEALTH & SAFETY

HEALTH & SAFETY

MATERIAL ISSUES

- Occupational Health & Safety
- Process Safety

WOQOD recognizes that its employees are its most valuable asset. Therefore ensuring a safe working environment is its top priority.

The health and safety of our employees is of the utmost concern and begins with working environment. WOQOD is committed to providing facilities, machinery, and equipment of the highest quality and has established corporate policies addressing the controls and procedures essential to maintain employee health and safety.

WOQOD INTEGRATED MANAGEMENT SYSTEM

The WOQOD Group IMS focuses on quality and customer satisfaction (ISO 9001:2015), environmental performance (ISO 14001:2015), occupational safety & health (ISO 45001:2018), information security (ISO/IEC 27001: 2013) and business continuity (ISO 22301:2019).

Conforming to a common structure and common set of IMS terms and definition across WOQOD Group, increasing the number of ISO Certifications is done efficiently making it easier for WOQOD businesses to integrate different management systems and ensure that these are aligned with each other.

A) IMS AWARENESS 2025



In 2025, the QHSSE Department continued the implementation of the IMS Awareness Program, delivering structured quarterly sessions designed to strengthen organizational understanding of Integrated Management

GRI Disclosure 404-2

System (IMS) requirements, their purpose, and value to WOQOD’s operations. The program supports a consistent and effective approach to governance, risk awareness, and continual improvement across Qatar Fuel (WOQOD) and its subsidiaries.

The program targeted existing employees, developpees, and new hires, ensuring clarity of roles and responsibilities in implementing and sustaining the IMS. Delivered in four batches throughout the year, the sessions accumulated a total of 176 engagement hours, reflecting strong participation and reinforcing a culture of quality, accountability, and operational excellence.

B) CONTINUAL IMPROVEMENT FRAMEWORK AWARENESS PROGRAM 2025



In 2025, the QA/QHSSE Department, continued the delivery of the Continual Improvement Framework Awareness Program, providing structured, year-round sessions designed to strengthen organizational understanding and adoption of continual improvement practices aligned with the Integrated Management System (IMS). The program supports a consistent and effective approach to governance, performance enhancement, and continual improvement across Qatar Fuel (WOQOD) and its subsidiaries.

The program targeted employees and contingent employees across all departments, functions, and processes, ensuring clarity in identifying, proposing, and implementing improvement initiatives. Delivered through a combination of MS Teams sessions and face-to-face worksite engagements, the program engaged 873 participants, increased awareness and utilization of the Employee Suggestion Program, and resulted in 21 employee improvement suggestions, reinforcing a culture of participation, accountability, and continuous improvement.

GRI Disclosure 404-2

HSE PERFORMANCE

The Health, Safety, and Environment (HSE) Performance Improvement Program is implemented in a structured and systematic manner across all operational sites of WOQOD. This comprehensive program extends to all facilities and services, ensuring that every aspect of operations aligns with established HSE standards. It applies to employees at all levels, as well as contractors and third parties engaged with or acting on behalf of WOQOD, reinforcing a unified approach to safety, environmental responsibility, and operational excellence. Through this initiative, WOQOD aims to foster a culture of continuous improvement, risk mitigation, and regulatory compliance, thereby enhancing overall HSE performance across the organization.



The WOQOD HSE team plays a pivotal role in contractor management by ensuring full compliance with HSE requirements at every stage of work execution across WOQOD facilities including petrol stations. Through rigorous oversight, proactive risk management, and continuous engagement with contractors, the team upholds the highest occupational safety standards. As a result, construction and modification projects at petrol stations, along with the refurbishment project at the Industrial Area FAHES station, were successfully completed with zero Lost Time Injuries (LTI) or Recordable Cases. These accomplishments highlight the collective commitment of WOQOD and its contractors to a safe working environment. They also reflect a deeply embedded safety culture driven by vigilance, collaboration, and the unwavering dedication of all stakeholders, including Operations, Technical, and QHSSE teams.

COMMITMENT TO SAFETY CULTURE

These accomplishments underscore the unwavering commitment to safety practices by both WOQOD and its contractors. The success is attributed to a robust work culture characterized by diligence and commitment from all stakeholders, including Operations, Maintenance, Operations Engineering, and the Quality, Health, Safety, Security, and Environment (QHSSE) team.

MANAGEMENT SAFETY COMMITMENT AND LEADERSHIP

WOQOD, under the leadership of the COO, CTO and CCO, conducted management site tours across various locations, including Doha Depot, LPG Plant, Warehouse, QJET, RALF Depot/HFO/DW Bunkering, WOQOD Tower, Petrol Stations and FAHES. The tours involved senior and line management representatives from LDO, GO, Technical, QJET, QHSSE, General Services (GS), P&C and other supporting departments.

For the annual management site tour, the scope was expanded to include FAHES Station, thereby this program covering all WOQOD business sectors. The primary objectives were to ensure management presence on site, showcase leadership commitment, address and resolve issues efficiently, and closely monitor ongoing developments.

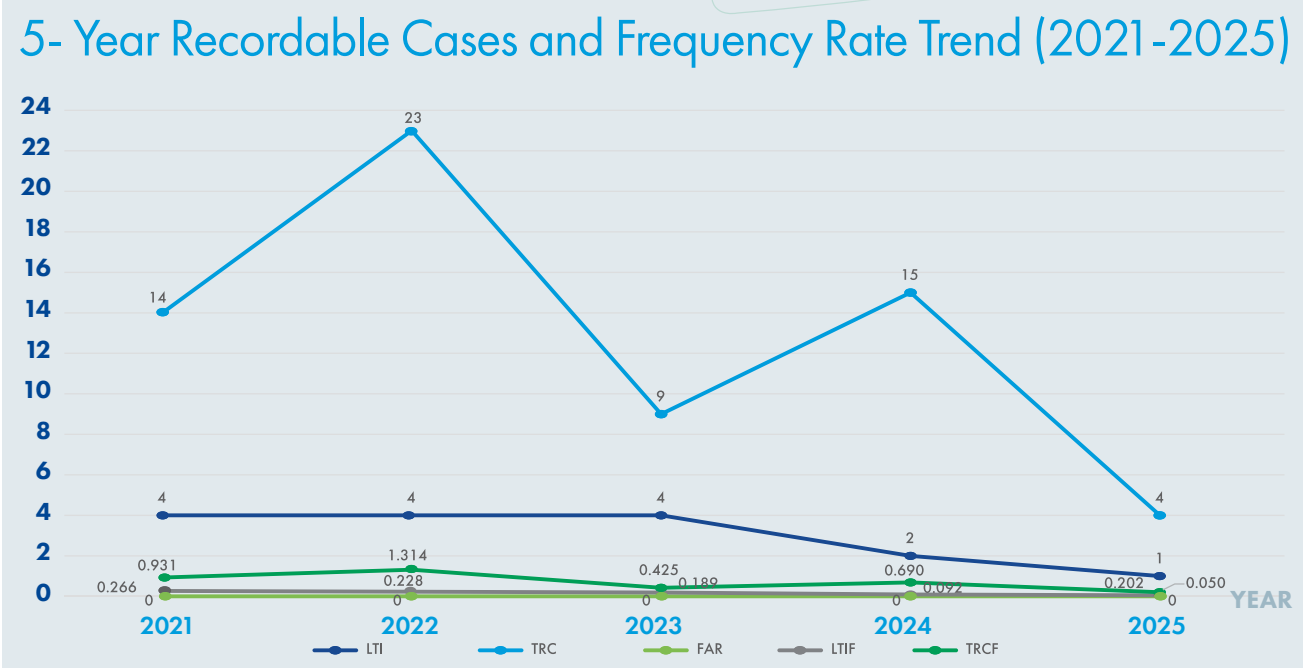


Management Site Tour was conducted on 16 December 2025 at the Al Wakrah Petrol Station and FAHES Station, led by the Chief Operations Officer (COO), Chief Technical Officer (CTO) and Chief Commercial Officer (CCO). The tour was attended by senior and line management representatives from the Technical, Human Capital, Procurement and Contracts, Gas Operations & Distribution, Aviation Operations, General Services, Internal Audit, FAHES, and QHSSE departments.

CONTINUOUS IMPROVEMENT AND FUTURE OBJECTIVES

WOQOD is committed to continuously enhancing its safety performance by reducing Lost Time Injuries (LTI), Total Recordable Cases (TRC), and associated frequency rates. The organization’s Key Performance Indicators (KPIs) serve as a vital tool in identifying safety concerns, enabling proactive measures and informed decision-making to drive continuous improvement in occupational safety standards.

YEAR	MAN-HOURS (WOQOD + Contractor)	LTI	TRC	FAR	LTIF	TRCF
2021	15,035,875	4	14	0.00	0.266	0.931
2022	17,510,250	4	23	0.00	0.228	1.314
2023	21,156,067	4	9	0.00	0.189	0.425
2024	21,745,334	2	15	0.00	0.092	0.690
2025	19,812,607	1	4	0.00	0.050	0.202



EMERGENCY RESPONSE PREPAREDNESS

As part of WOQOD’s ongoing commitment to maintaining high emergency preparedness standards, an unannounced fire evacuation drill was successfully conducted at WOQOD Tower (West Bay). The primary objective was to assess employee readiness and evaluate the performance of the building’s safety systems under simulated emergency conditions.

The drill involved full participation from all WOQOD Tower occupants, including personnel from WOQOD, ORYX GTL, ASTAD, and various contractor teams working within the facility. In total, over 590 employees and contractors across 30 floors took part in the exercise, demonstrating strong organizational coordination and cooperation throughout the evacuation process.

To ensure the drill realistically reflected a true emergency scenario, the WOQOD Security & Firefighting (SFF) team coordinated closely with external emergency services, Qatar Civil Defense (QCD) and Hamad Medical Corporation (HMC) ambulance services actively participated, contributing valuable expertise in multi-agency response coordination. Their involvement significantly enhanced the realism of the exercise and helped identify key areas for improvement, further strengthening WOQOD’s emergency response capabilities.

Further reinforcing WOQOD’s emergency preparedness efforts, the SFF team successfully carried out all scheduled drills across WOQOD and its subsidiaries, in full compliance with the approved ERP testing plan.

Additionally, the SFF team organized joint emergency exercises with QatarEnergy at industrial cities locations, including the Bitumen Plant, RALF, HFO, and Bunkering Diesel & Water facilities. These collaborative efforts reinforce operational partnerships and ensure a unified, effective emergency response across all WOQOD operational sites.

GRI Disclosure 403-1, 403-2, 403-5



Qatar Civil Defense Officers and WOQOD monitoring the unannounced exercise at WOQOD Tower Fire Command Center



WOQOD tower's occupants at assembly point.



WOQOD Firefighting team with drill observers at Doha Depot



Emergency fire drill conducted at Doha Depot

OCCUPATIONAL HEALTH PROGRAM

In 2025, Fitness to Work Health Assessment program continued as an integral part of our Occupational Health framework. The program encompasses Periodic Medical Examinations, Pre-Employment Medical Examinations, a comprehensive Health Surveillance Program, and structured Case Management and Rehabilitation initiatives.

Throughout the year, WOQOD remained committed to ensuring that all employees are not only physically and mentally fit to perform their duties, but also protected from any potential adverse effects of the working environment. Our focus has been on early identification of health risks, proactive intervention, and continuous monitoring to support a healthier, safer, and more productive workforce.

HEALTH AWARENESS SESSIONS

- As part of WOQOD’s ongoing commitment to employee well-being, targeted Health Awareness Sessions were conducted across all WOQOD facilities. These sessions focused on enhancing employees’ understanding of occupational hazards and promoting safe work practices. Key topics covered included:
- Heat Stress Prevention and Awareness Employees were educated on heat-related health risks, early warning signs, hydration, work-rest cycles, and preventive measures to support safe working conditions during periods of high temperatures
 - Fatigue Management: Providing tanker drivers with practical guidance to manage work-related fatigue, maintain alertness, and support safe driving and overall well-being.

These initiatives were designed to safeguard employees from potential hazards while maintaining productivity and a safe working environment.

OCCUPATIONAL EXPOSURE MANAGEMENT

In 2025, WOQOD continued to strengthen its Occupational Exposure Management Program to protect employee health and promote safe working conditions. The program focused on identifying, assessing, and controlling potential occupational exposure risks across relevant operational areas.

Exposure monitoring is conducted using appropriate monitoring equipment, including noise dosimeters to assess employees’ exposure to workplace noise and benzene monitoring devices to measure potential exposure to benzene and other hazardous vapors. The monitoring results help identify areas requiring additional controls and support compliance with applicable occupational exposure limits.

Occupational Health Awareness Sessions were also conducted to improve employees’ understanding of exposure risks, potential health effects, monitoring requirements, and preventive control measures.

These initiatives support a structured exposure monitoring approach, enable informed risk control decisions, and contribute to continuous improvement in occupational health protection.

AUTOMATED EXTERNAL DEFIBRILLATORS (AED) IMPLEMENTATION

To enhance emergency response capabilities across field operations, we procured Automated External Defibrillators (AEDs).

Prior to deployment, a comprehensive risk assessment was conducted to identify critical locations where AED placement would maximize employee safety and response efficiency. Based on the assessment findings, the AEDs will be strategically installed at designated points across operational areas, ensuring timely access during medical emergencies and strengthening overall workplace safety.

Heat Stress Management Program.

In line with regulatory requirements and WOQOD’s commitment to workforce health and safety, the Heat Stress Management Program (HSMP) was effectively executed to prevent heat-related illnesses and injuries among employees and contractors.

The HSE team, in close coordination with the Operations and Maintenance Departments, oversaw the Program’s implementation across all operational sites. Key activities included continuous monitoring of the heat index, timely and clear communication, targeted site audits, and prompt interventions when necessary.

The Program’s scope was further expanded to cover all FAHES stations, ensuring comprehensive protection across the organization. These proactive measures contributed to preventing heat stress incidents and related health issues throughout the year.

OCCUPATIONAL SAFETY AWARENESS

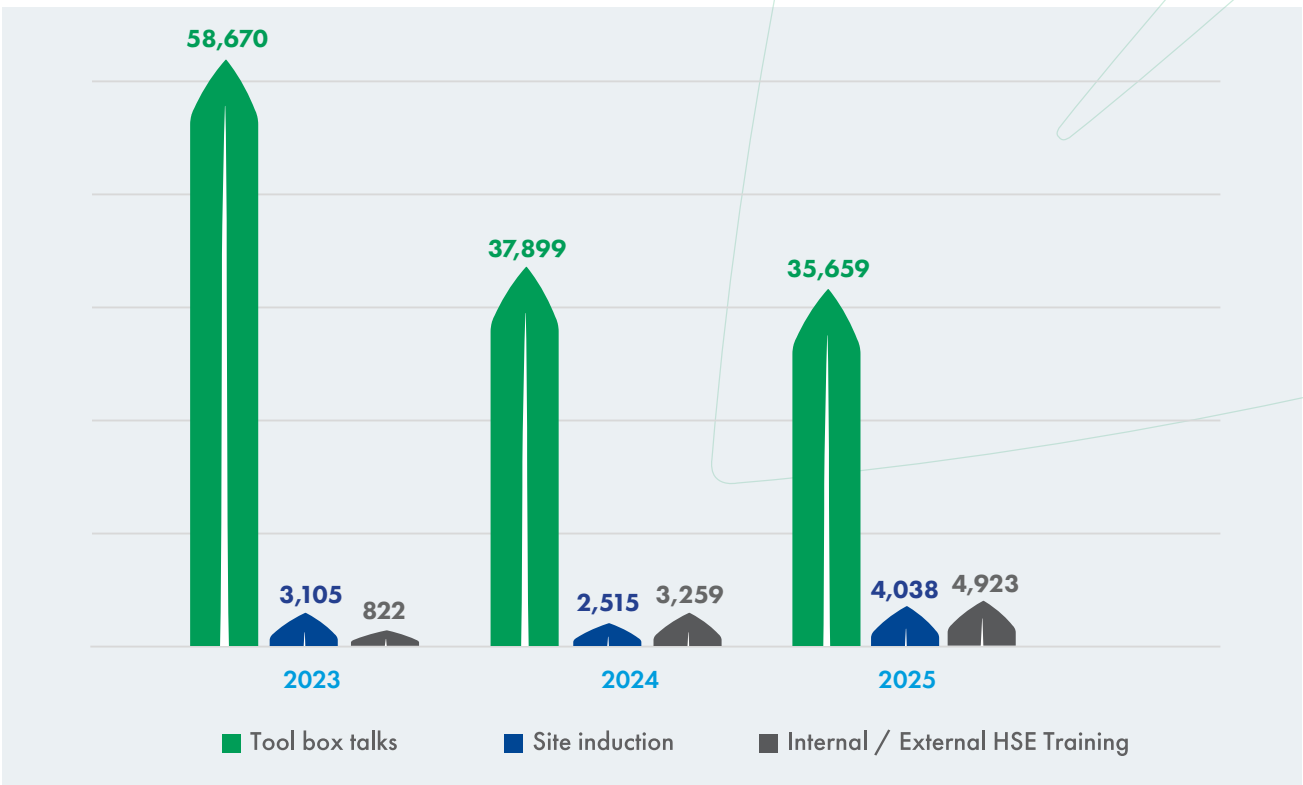
In a collaborative initiative, the QHSSE department, in coordination with stakeholders from Learning & Development, Operations, Maintenance, and WOQOD contractors, has successfully organized and completed both internal and external awareness and training sessions. These efforts have resulted in significant participation from WOQOD employees and contractor personnel.

Key engagement statistics include:

- **Toolbox Talks** – 35,659 participants
- **Site Induction** – 4,038 participants
- **Internal/External HSE Training** – 4,923 participants

The comprehensive awareness and training sessions covered a wide range of critical topics, including Safe Forklift Operations, RTO Technical and Safety, Road Safety, Life-Saving Rules, Hand and Finger Safety, the Permit to Work System, Confined Space Entry, Authorized Gas Testing, Basic Firefighting and First Aid, and Process Safety Management

HSE AWARENESS



CHIEF FINANCIAL OFFICER



"In 2025, WOQOD delivered resilient financial and operational performance through a strategic and customer-centric focused approach. Our relentless commitment to excellence, safety, reliability, and convenience enabled us to efficiently meet the growing energy needs of our customers while reinforcing our market share.

Net profit for the year 2025 (excluding minority rights) amounted to QR 1,040 million, as compared to an amount of QR 1,052 million achieved in the year 2024, representing a decrease of 1%. Earnings per share for the year amounted to QR 1.05 as compared to QR 1.06 for the past year. 2025 witnessed a 1% increase in total fuel sales volume, compared to 2024. Total fuel sales reached a record high of 11.36 billion liters compared to 11.28 billion liters for the year 2024, mainly driven by the increase in the volume of sales of gasoline, which also recorded the highest annual sales volume in the company's history amounting to 3.1 billion liters in 2025.

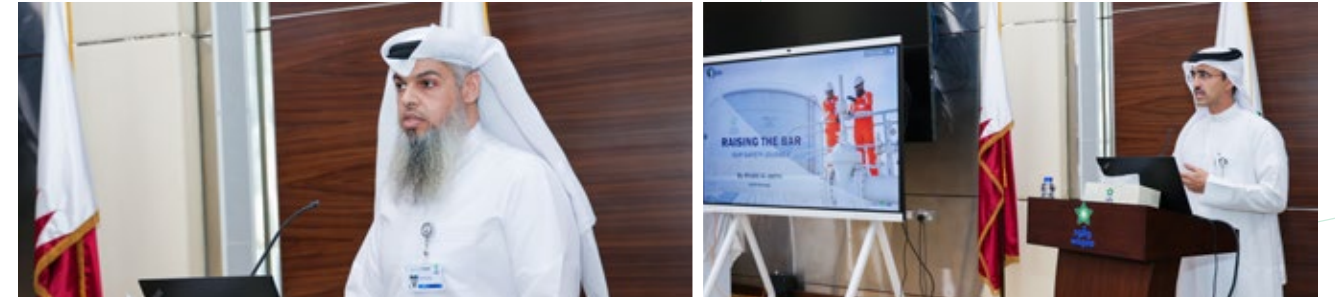
We are also focused on improving non-fuel business and new growth opportunities. Our exceptional market position was further recognized by Forbes, naming WOQOD among the top 100 most powerful companies in the Middle East. WOQOD is ranked as one of the top 10 companies for In-Country Value (ICV) among QatarEnergy Group.

Moving forward, WOQOD remains committed to delivering exceptional customer service, driving sustainable shareholder returns, and ensuring long-term value creation through strategic growth and operational excellence."

PRADEEP KUMAR
CHIEF FINANCIAL OFFICER

HEALTH, SAFETY AND ENVIRONMENT CAMPAIGN - 2025

WOQOD, reinforcing its commitment to a strong safety culture, successfully conducted five major HSE campaigns and hosted the WOQOD Safety Day and Awarding Event on May 1, 2025, aligning with the World Day for Safety and Health at Work. Attended by executives, managers, employees, and contractors, the event recognized leadership commitment, safety milestones, and campaign achievements.



Safety day event at WOQOD Tower on 1st, May 2025

During the ceremony, three companies received the Contractor Safety Management Award for exemplary safety compliance: GETP (1st place), AtoZ (2nd place), and ADMSC (3rd place).

Key partners were acknowledged for their continued support: HMC-PHCC for their support and engagement during the Occupational Health & Wellbeing Campaign, the Ministry of Interior (MOI) Traffic Department for their support and engagement during the Road Safety Awareness Campaign, and TISSCO for their valuable contributions to the WOQOD Safety Exhibit and the Hand & Finger Injury Prevention Campaign. Employees were also recognized for their contributions to contractor management and safety engagement.



Awarding ceremony, Al-Attiyah Auditorium, WOQOD Tower

CONTRACTOR HSE MANAGEMENT

WOQOD ensures rigorous contractor compliance with established safety standards throughout the entire contract lifecycle. In alignment with this objective, the Contractor Safety Management campaign was conducted from January to March 2025.

- A total of 28 principal contractors were selected for participation, based on their scope of services, including Construction and Installation, Manpower Supply, and Maintenance Services.
- Contractor compliance with HSE requirements was systematically assessed through site inspections, compliance audits, and accommodation audits to verify adherence to safety protocols.

KEY PERFORMANCE INDICATORS INCLUDE

- 13,196 personnel participated in the HSE awareness sessions.
- 523 participants completed the survey, with 97.31% achieving scores ranging from 50% to 100%, indicating a high level of understanding and compliance with the safety standards.

BULK DIESEL AND LEASED VEHICLE SAFETY AWARENESS CAMPAIGN

- HSE has conducted Bulk Diesel and Leased Vehicle Safety Awareness Campaign with the objective of raising awareness on the basic characteristics and safe handling/ transportation of Diesel, and actions in case of emergency. To promote road safety awareness, including the use of seat belts, adherence to speed limits, and avoiding cellphone use while driving.



HAND & FINGER INJURY PREVENTION CAMPAIGN

- WOQOD HSE conducted the Hand & Finger Injury Prevention Safety Campaign with the goal of raising awareness about hand injuries among employees and improving safety.



ROAD SAFETY AWARENESS CAMPAIGN WITH MOI – TRAFFIC

- WOQOD HSE in collaboration with Ministry of Interior (MOI) Traffic Awareness Department of the General Directorate of Traffic conducted Road Safety awareness campaign at various WOQOD operations locations.
- The objective of the Road Safety awareness was to educate WOQOD and customers about common traffic mistakes, Traffic violation fines and points, essential Qatar’s traffic regulations and ways to prevent these mistakes.



Road Safety awareness campaign with MOI – Traffic

HSE SYSTEM AND PERFORMANCE ENHANCEMENT

- As part of WOQOD’s aspiration of development of an effective global health and safety strategy which meets the international standards, QHSSE participated in international safety awards by Royal Society for the Prevention of Accidents (RoSPA).
- The Royal Society for the Prevention of Accidents (RoSPA) is UK ’s oldest and most established safety experts with Mission of Exchanging life-enhancing skills and knowledge to reduce serious accidental injuries.
- WOQOD achieved the Gold RoSPA Occupational Health & Safety Achievement Award and Gold RoSPA Fleet Safety Award. These are noncompetitive and are based on organization’s systems for managing occupational health & safety and road risk.



WOQOD achieved the Gold RoSPA Occupational Health & Safety Achievement Award and RoSPA Fleet Safety Award.

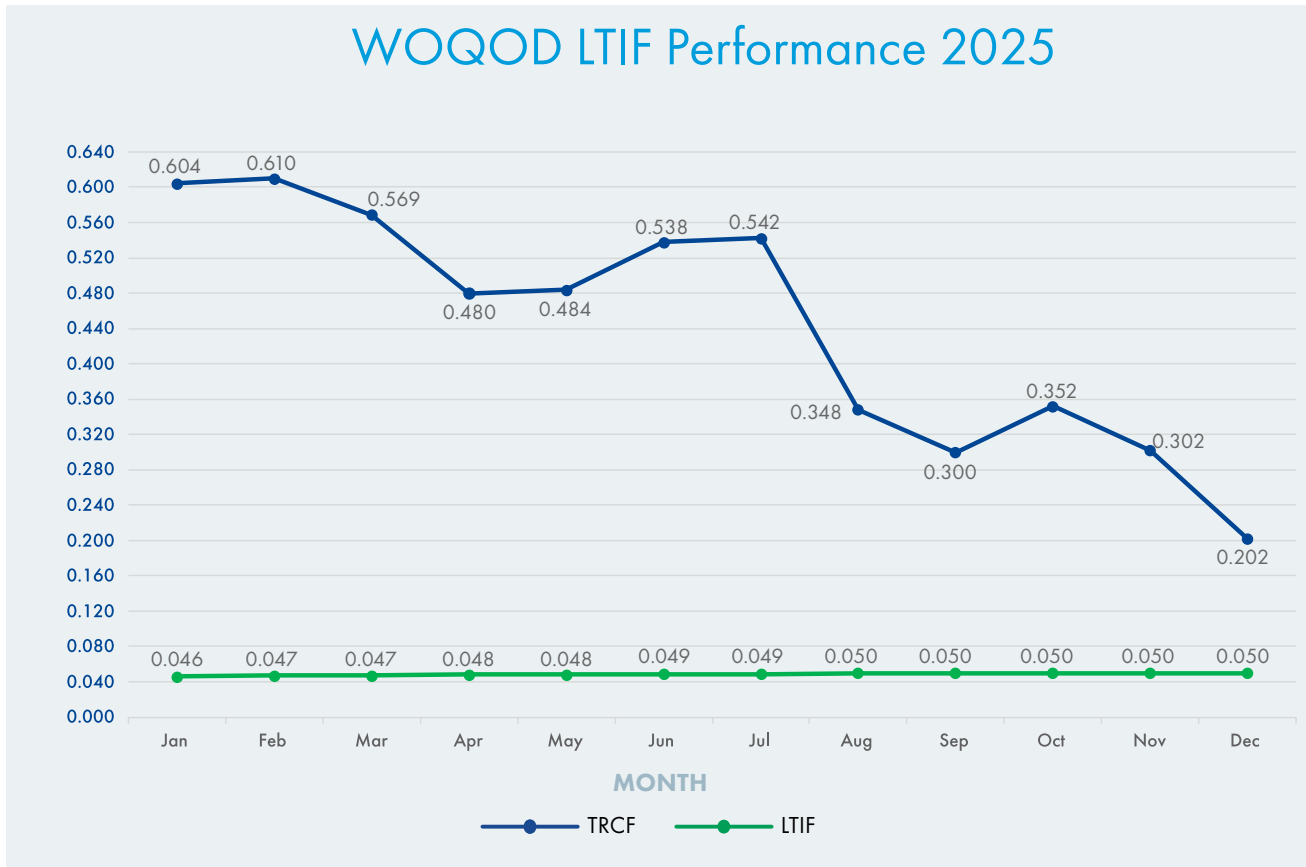


HSE OBJECTIVES & TARGETS

LOST TIME INCIDENTS (LTI) AND TOTAL RECORDABLE CASES (TRC)

WOQOD has successfully met its Lost Time Injury Frequency (LTIF) and Total Recordable Case Frequency (TRCF) targets for the year 2025. The achieved LTIF stands at 0.050, significantly outperforming the target of 0.212. Similarly, the TRCF for 2025 has been recorded at 0.202, surpassing the set target of 0.814.

YEAR	MAN-HOURS (WOQOD + CONTRACTOR)	LTI	TRC	FAR	LTIF	TRCF
2021	15,035,875	4	14	0.00	0.266	0.931
2022	17,510,250	4	23	0.00	0.228	1.314
2023	21,156,067	4	9	0.00	0.189	0.425
2024	21,745,334	2	15	0.00	0.092	0.690
2025	19,812,607	1	4	0.00	0.050	0.202



GRI Disclosure: 403-3, 403-4, 403-9,403-10

PILLAR
5 | APPENDICES

APPENDIX 1 MAIN STRATEGIC AREAS

MAIN STRATEGIC AREAS	MATERIAL ASPECTS	BOUNDARIES
- Delivering Reliable & Safe Products & Services to fuel Qatar - Safety of our customers is our Main Priority	- Quality & Performance - Customer health & safety	Our Company, Our Subsidiaries, Our Customers
- Supporting a sound economic system - Contributing socially	- Procurement practices & local procurement - Contribution to community (financial & in-kind)	Our Company, Our Subsidiaries, Our Contractors Our Company, Our Subsidiaries, Our Community
- Maximizing value and financial return - Governance Excellence	- Economic performance - Anti-corruption	Our Company, Our Subsidiaries
- Environmental Management Approach & expenditures - Energy & Climate Change - Resource Management - Waste Management	- Environment Spending, Compliance - Energy, Emissions, Transport Impacts - Materials, Water - Waste Management	Our Company, Our Subsidiaries, The Environment
- Qatarization - Diverse & Engaged Workforce - Investing in every employee - Safe & healthy Working Environment	- Nationalization - Employment, Diversity & Equal opportunity - Fair wages, Training & education - Occupational Health & Safety	Our Company, Our Subsidiaries, Our people

GRI 3-2, 3-3

APPENDIX 2 STAKEHOLDER GROUPS

STAKEHOLDER GROUP(S)	CHANNEL OF ENGAGEMENT	STAKEHOLDER PRIORITIES
CUSTOMERS - Individual - Commercial - Industrial	- Direct engagement through selling points - Customer Satisfaction Survey - Customer care center - Online Ordering system - Annual Reports - Media center - Relationship Mangers	- Reliable supply of products - Safe products & services - High-end quality products and services - Continual innovation of products & services - Easy & seamless processes
Employees	- Performance reviews - Direct Individual managers - Annual employee satisfaction survey - Training & seminars	- Equal Opportunity - Engagement - Competitive salary & benefits packages - Clear and continuous career development path & planning - Healthy & Safe working environment - Performance based -evaluation
Suppliers & Contractors	- Contractors - Contractors' & suppliers evaluation - Normal business interactions - Request for proposal - Meetings, when needed - Visits to suppliers	- On time Payments - Fair evaluation - Support for local suppliers - Building long term business relationships

STAKEHOLDER GROUP(S)	CHANNEL OF ENGAGEMENT	STAKEHOLDER PRIORITIES
Shareholders	- Annual general meetings - Quarterly earnings releases, annual reports, investors presentations, governance annual reports - Board of Directors meetings	- High & efficient performance - Higher dividends as a result of increased profits & continuous growth - Reduced business risks - Building and safeguarding WOQOD's reputation
Regulators & Government	- Regular reporting requirements - Official visits Audits - Forums, trainings and workshops	- Qatarization - Providing the fuel for economic growth - Preserving economic & natural environment - Compliance with laws & regulations - Alignment with Qatar national vision 2030
Community	- Community investments & contributions - Contribution to Public Companies fund - Collaboration with Civil society organizations - Direct interaction with community through events	- Creation of more jobs - Qatarization - Strong culture & heritage - Positive impact of operations - Local sourcing - Community Investments
Environment	- Environment management - Environmental laws & regulations	- Minimization of operations' impacts - A healthy & sustainable environment - Investing in new environmentally friendly - Products & services

APPENDIX 3 TOPIC SPECIFIC DISCLOSURE

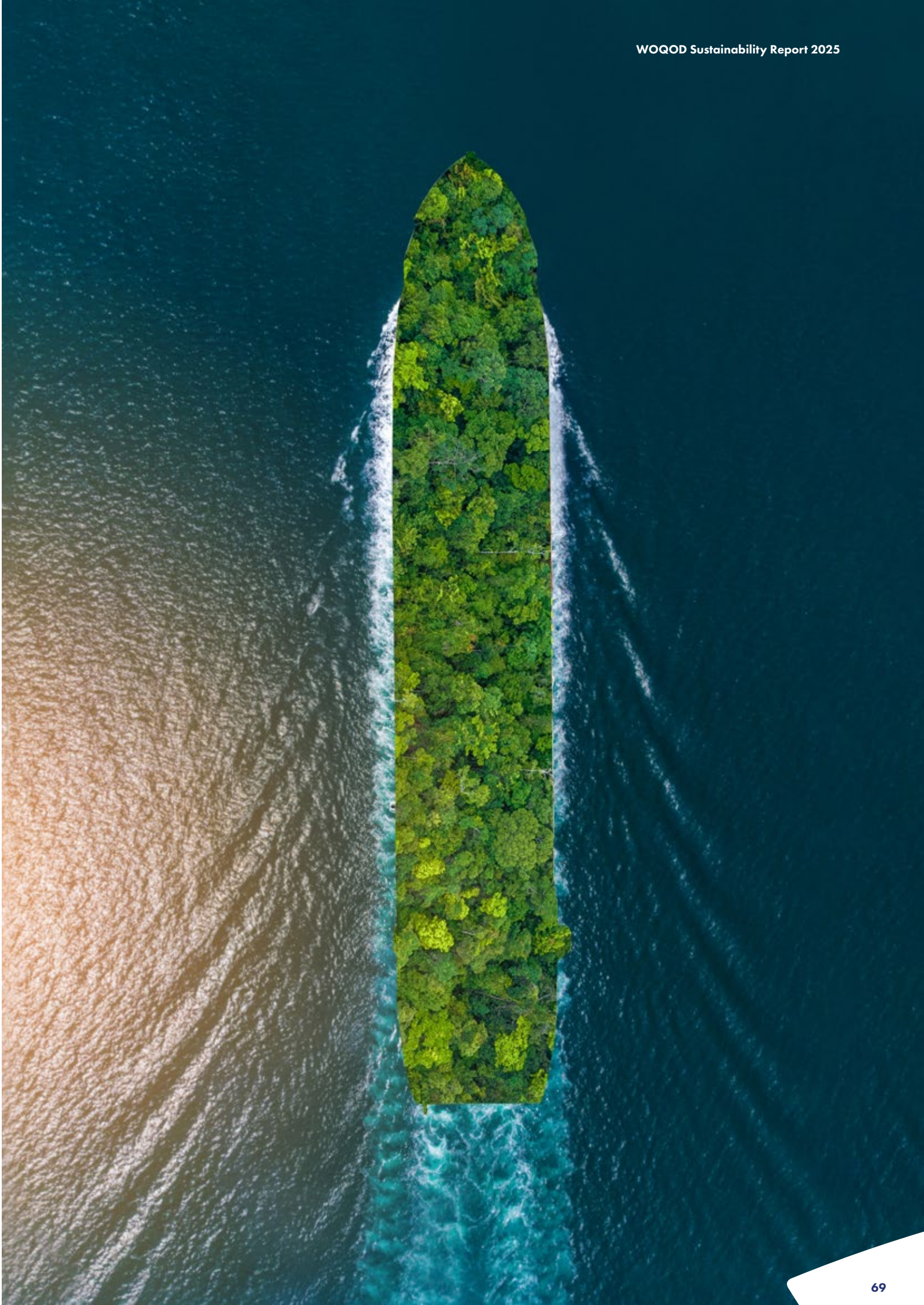
GRI DISCLOSURE CODE	TOPIC SPECIFIC DISCLOSURE	REFERENCE PAGE
ORGANIZATION PROFILE		
2-22	Statement from Senior Management	4 & 5
2-1	Name of the organization	8 & 9
2-6	Activities, brands, products, and services	
2-1	Location of headquarters	
2-1	Location of operations	
2-1	Ownership and legal form	
2-6	Markets served	
SUSTAINABILITY REPORT		
3-1	Defining report content and topic Boundaries	10
3-2	List of material topics	17
2-3	Reporting period	10
2-3	Reporting cycle	10
STAKEHOLDERS		
2-29	List of stakeholder groups	12, 13 & 14
2-29	Identifying and selecting stakeholders	
GOVERNANCE		
2-13	Delegating authority	18
2-13	Values, principles, standards, and norms of behavior	18
2-9	Governance structure	18
2-9	Composition of the highest governance body and its committees	18 & 20
ECONOMIC PERFORMANCE		
201-1	Direct economic value generated and distribute	23

GRI DISCLOSURE CODE	TOPIC SPECIFIC DISCLOSURE	REFERENCE PAGE
EMPLOYMENT		
413-1	Operations with local community engagement, impact assessments, and development programs	29 & 30
401-1	New employee hires and employee turnover	30 & 31
405-1	Diversity of governance bodies and employees	31
404-1	Average hours of training per year per employee	31 & 32
PROCUREMENT		
308-1	New suppliers that were screened using environmental criteria	34
ENVIRONMENT		
307-1	Non-compliance with environmental laws and regulations	38
302-1	Energy consumption within the organization	38-40
302-4	Reduction of energy consumption	40
305-1	Direct (Scope 1) GHG emissions	39
305-2	Energy indirect (Scope 2) GHG emission	40
306-2	Waste by type and disposal method	44 & 45
303-1	Interactions with water as a shared resource	44
303-3	Water withdrawal	44
303-4	Water discharge	44
303-5	Water consumption	44

GRI DISCLOSURE CODE	TOPIC SPECIFIC DISCLOSURE	REFERENCE PAGE
---------------------	---------------------------	----------------

HEALTH & SAFETY

403-1	Occupational health and safety management system	49, 50, 53 - 55
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	
403-4	Worker participation, consultation, and communication on occupational health and safety	53, 54
403-5	Worker training on occupational health and safety	54, 55







+974 40217777



sustainability@WOQOD.com.qa



www.WOQOD.com



qatarfuelWOQOD



Qatar Fuel (WOQOD)



Qatarfuel_WOQOD