



2025

Environmental Social and Governance “ESG”



STRENGTH
THROUGH
TRANSPARENCY

Environmental, Social and Governance “ESG”



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Welcome Message (GRI 2-1)

Welcome to Aamal Company Q.P.S.C.'s Environmental, Social, and Governance (ESG) Report for the 2025 reporting period. This report provides an overview of how ESG considerations are integrated across our operations and business activities, supporting long-term value creation and responsible business practices.

As one of Qatar's largest and most diversified business groups, Aamal Company Q.P.S.C continues to strengthen its ESG approach in alignment with its business strategy, operational priorities, and Qatar's national development objectives. During 2025, the Group continued to enhance ESG-related processes, expand reporting coverage, and advance initiatives across its subsidiaries in areas including operational efficiency, responsible resource management, workforce development, community engagement, and governance.

This report outlines Aamal Company Q.P.S.C.'s ESG approach, key initiatives, and performance during the reporting period, reflecting the Group's ongoing focus on transparency, accountability, and sustainable business performance.

Scope of the Report

This ESG Report has been prepared in alignment with recognized reporting frameworks and guidance, including the Global Reporting Initiative (GRI), Qatar Stock Exchange (QSE) ESG Guidance, and United Nations Sustainable Development Goals (UNSDGs). The report also references the Guidance on Corporate Sustainability Reporting for Companies Listed on the Main Market issued by the Qatar Financial Markets Authority (QFMA), including International Financial Reporting Standards Foundation (IFRS) Sustainability Disclosure Standards and applicable Sustainability Accounting Standards Board (SASB) standards, while considering Aamal Company Q.P.S.C.'s contribution to the Qatar National Vision 2030 (QNV 2030).

The reporting period covers the fiscal year from January 1, 2025, to December 31, 2025.

Unless otherwise stated, all information and data presented in this report relate to Aamal Company Q.P.S.C. and the subsidiaries included within the defined reporting boundary for 2025.

Subsidiaries in focus (GRI 2-2)

This ESG Report covers Aamal Company Q.P.S.C.'s head office and 14 subsidiaries within the 2025 reporting boundary. During the reporting year, the scope was expanded to include sustainability-related initiatives and practices from Aamal Trading and Distribution.

The report also includes ESG information for ECCO Gulf, which was part of Aamal Company Q.P.S.C.'s portfolio during the reporting period but is no longer included within the Group at the time of publication. Accordingly, 2025 represents the final reporting period for this entity within the Group's ESG disclosures.

Unless otherwise stated, quantitative performance data presented in this report covers the head office and subsidiaries included within the 2025 reporting boundary, excluding quantitative metrics from Aamal Trading and Distribution as of yet. Where relevant, explanations are provided for any restatements or changes in methodology to support transparency and comparability.

Changes to the reporting boundary may result in variations in year-on-year data and reported performance metrics. Aamal Company Q.P.S.C. continues to work toward expanding ESG data coverage and strengthening reporting practices across its subsidiaries in future reporting cycles.

Together, Aamal and its 14 in-scope subsidiaries accounted for 88.37% of the Group's revenue and 70.28% of net profit during 2025.



Industrial Manufacturing

- Aamal Readymix
- Aamal Cement Industries (ACI)
- Advanced Pipes and Casts Company (APC)
- Doha Cables
- Ci San Trading



Property

- Aamal Real Estate
- City Center Doha
- Aamal ECE (Qatar German Mall Management)



Trading & Distribution

- Foot Care Center
- Aamal Medical
- Ebn Sina Medical
- Ebn Sina Pharmacy
- Aamal Trading and Distribution (ATD)



Managed Services

- ECCO Gulf

About Aamal (GRI 2-1, 2-6)

Aamal Company Q.P.S.C. (hereafter referred to as “Aamal” or “Aamal Company”) is one of Qatar’s largest and most diversified listed companies, with operations spanning 32 active business units, including subsidiaries and joint ventures. Aamal holds leading market positions across several fast-growing sectors, including industrial manufacturing, trading and distribution, property, managed services, and property.

Through its diversified portfolio, Aamal Company maintains established market positions across several sectors aligned with Qatar’s economic development priorities. The Group’s business model is designed to support operational resilience, balanced growth, and long-term value creation while providing exposure to key segments of the Qatari economy.

Aamal’s strategy focuses on the continued profitable operation and sustainable expansion of its diversified business platform, while pursuing opportunities across sectors including energy, healthcare, IT, industrial manufacturing, and services. The Group continues to align its growth strategy with the Qatar National Vision 2030 and the Third National Development Strategy.

Further information on Aamal’s operations and business activities is available in our Annual Report and on our corporate website.



VISION

To be recognized as a leader and innovator in the sectors within which we operate; excelling in service, delivery and professionalism to meet and exceed the expectations of all stakeholders.



MISSION

To deliver maximum growth at minimum risk, through a diversified structure, offering high quality exposure to the Qatar growth story.



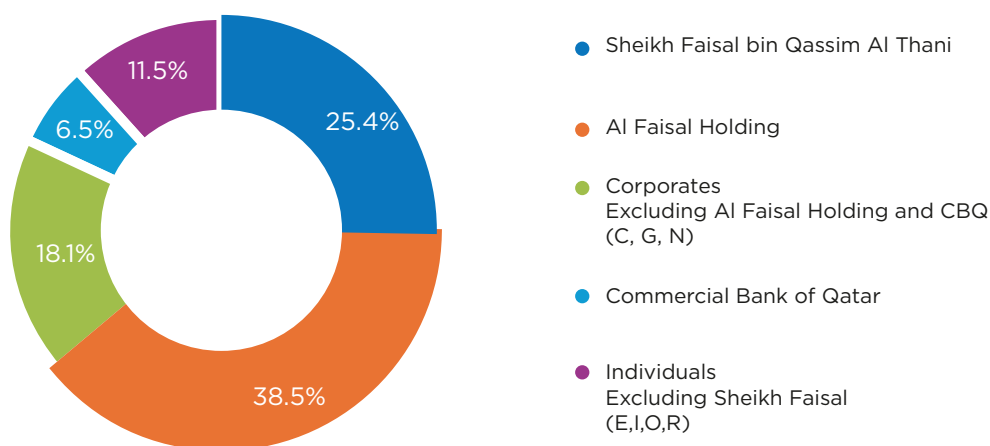
VALUES

Applying excellence in all our activities by committing to the highest standards of governance, investing in human capital, and encouraging an entrepreneurial spirit.

Shareholder Structure

Aamal benefits from a strong and valued shareholder base that supports the Group’s long-term growth strategy, operational resilience, and diversified business model. Al Faisal Holding remains Aamal’s long-term majority shareholder, providing strategic support aligned with the Group’s continued development across key sectors of the Qatari economy.

Supported by a strong balance sheet and shareholders’ equity of QAR 8.4 billion as at the end of 2025, Aamal continues to maintain a disciplined approach to growth, supported by internal cash flow generation and access to financing opportunities.



C = Company, G = Government, N = nonprofit organization,
E = Authority for Minors I = Individuals, O = Islamic WAQF, R = Regular person

About Aamal (Continued)

Awards and Certificates

Aamal Company and its subsidiaries received several awards, recognitions, and certifications reflecting operational performance during the year 2025, quality standards, sustainability practices, and long-standing industry partnerships.

Awards

Aamal Company Q.P.S.C.

- Received the “Best CSR Initiative in the Private Sector” award at the Qatar CSR Summit & Awards 2025 in recognition of its social and environmental initiatives.

Doha Cables

- Doha Cables Qatar received the **Excellence Award in Materials Supply** at the *Success Partners Forum hosted by Qatar General Electricity & Water Corporation (Kahramaa)*.
- Elsowedy Cables Qatar received the **Excellence Award in Power Cable Projects** (Transmission) at the *same forum in recognition of contributions to strategic power infrastructure projects*.

Ebn Sina Medical

- Awarded the **EcoVadis Sustainability Assessment Bronze Medal**, *placing the Company among the top 35% of companies assessed globally*.

Aamal Trading and Distribution

- Received the **Bridgestone Global Award for “Solutions & After-Sales Services”**.
- Received the **Bridgestone Global Award – INSTA** (In-Service Tyre Analysis).
- Recognized among the **Top 3 Performers in the Bridgestone “Toolbox” initiative** *across the Middle East, Africa, and CIS regions*.
- Ranked among the **Top 10 Performers in Bridgestone’s “Eyes on Solution” program** *across the Middle East, Africa, and CIS regions*.
- Recognized by the **Qatar Ministry of Municipality** *for its trusted partnership in public-sector procurement and service delivery*.
- Marked 34 years** of collaboration with **TotalEnergies** during the **“Majestic Mogul 2025” event** held in Brussels, Belgium.
- Recognized by **TotalEnergies** during its **“Raise the Bar” event** in Brussels *for operational performance and partnership collaboration*.

Certificates

Aamal Readymix

- ISO 14001:2015 Environmental Management Systems
- ISO 45001:2018 Occupational Health and Safety Management Systems
- ISO 9001:2015 Quality Management Systems
- ISO 31000 :2018 Risk Management

Aamal Cement Industries

- ISO 14001:2015 Environmental Management Systems
- ISO 45001:2018 Occupational Health and Safety Management Systems

Doha Cables

- ISO 14001:2015 Environmental Management Systems
- ISO 45001:2018 Occupational Health and Safety Management Systems
- ISO 50001:2011 Energy Management Systems
- ISO 9001:2015 Quality Management Systems
- British Approvals Service for Cables certification

City Center Doha

- CCTV System renewed as per MOI requirements
- SSD Certificate renewed
- QCDD Certificate obtained after passing Civil Defense inspections

Aamal Medical

- ISO 9001:2015 Quality Management Systems
- supporting healthcare system digitalization and patient safety

Ebn Sina Medical

- Holds In-Country Value (ICV) Certificate, renewed annually per Ministry of Finance guidelines
- Certified for World Health Organization Good Distribution Practices (GDP) for pharmaceutical storage and distribution after undergoing a surveillance audit
- ISO 9001:2015 Quality Management Systems
- ISO 31000:2018 guidelines for risk assessment

ECCO Gulf

- ISO 9001:2015 Quality Management Systems
- ISO 45001:2018 Occupational Health and Safety Management Systems
- ISO 27001:2022 Information Security, Cybersecurity and Privacy Protection

Advanced Pipes and Casts Company

- ISO 14001:2015 Environmental Management Systems

Aamal Trading and Distribution

- ISO 9001:2015 Quality Management Systems (UKAS)

Sustainability at Aamal



Aamal continues to strengthen the integration of environmental, social, and governance considerations across its business activities, governance processes, operational management, and strategic decision-making. As a diversified business group operating across multiple sectors, we recognize the importance of managing sustainability-related risks and opportunities while supporting long-term business resilience and delivering financial and social value for our stakeholders.

Our ESG framework (GRI 3-1, 3-2, 3-3)

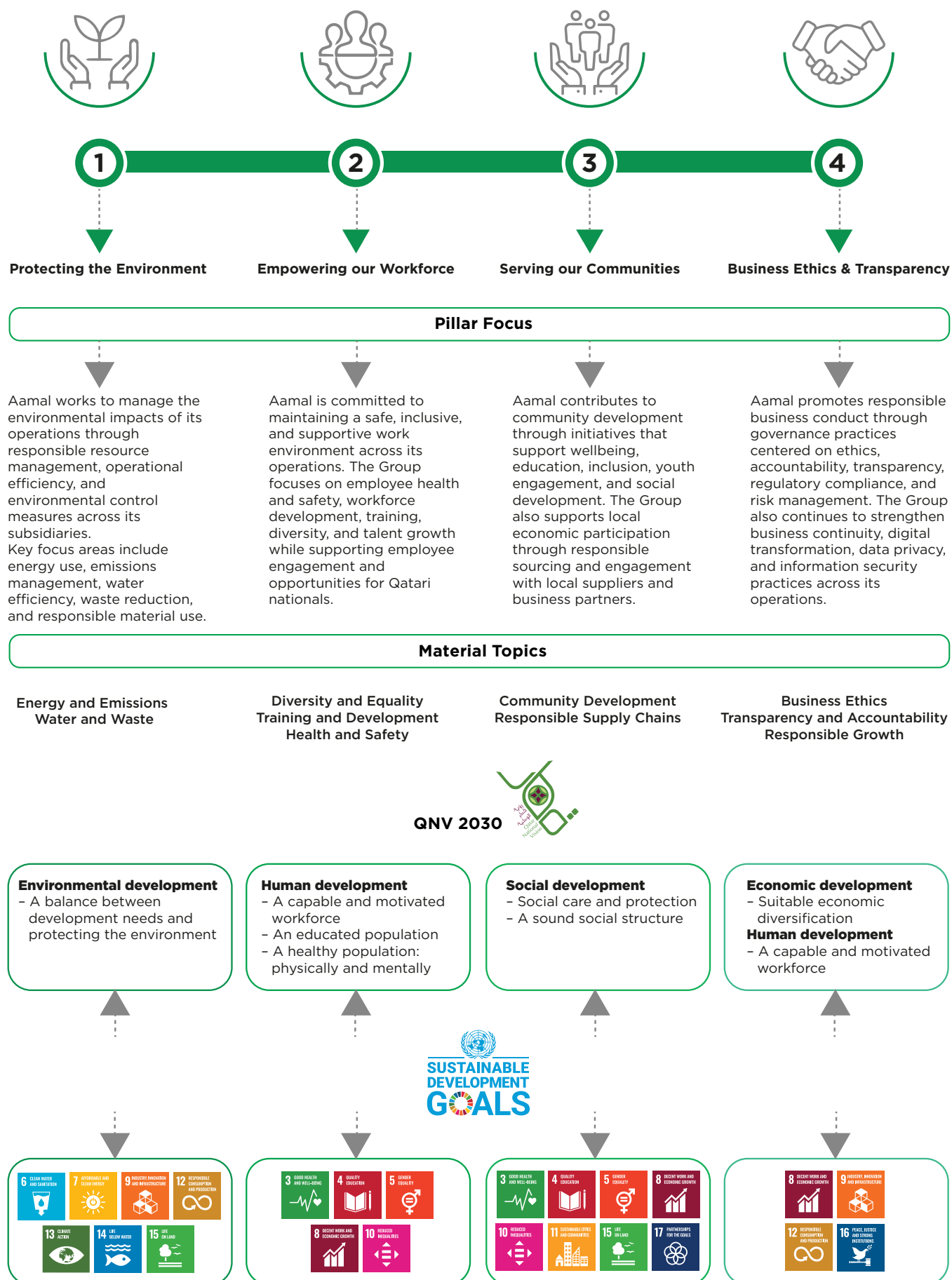
Our approach to sustainability is structured around four fundamental pillars:

1. Protecting the Environment
2. Empowering our Workforce
3. Serving our Communities
4. Business Ethics and Transparency

Under each pillar, we identify material issues that are aligned with our business priorities and stakeholder expectations. These issues are assessed based on their relevance to our operations, sectoral trends, and recognized international sustainability standards. By structuring our sustainability approach around these pillars, we apply a focused and measurable framework that supports long-term value creation for stakeholders and contributes to Qatar's sustainable development objectives.

Aamal's sustainability approach continues to evolve in line with the Group's operational priorities, regulatory developments, stakeholder expectations, and national development objectives. In parallel, we are continually enhancing our ESG disclosure practices in accordance with internationally recognized frameworks and guidance, including the Global Reporting Initiative Standards, relevant Sustainability Accounting Standards Board sector guidance, the United Nations Sustainable Development Goals, peer practices, and national guidance issued by the Qatar Stock Exchange and the Qatar Financial Markets Authority.

Our ESG Framework



Protecting the Environment



Key material issues covered:

1. Energy and Emissions
2. Water and Waste



Alignment Qatar Vision 2030

Environmental development

A balance between development needs and protecting the environment



Alignment UNSDGs



Aamal seeks to manage and minimize its environmental footprint in alignment with recognized international practices and the objectives of Qatar National Vision 2030. Given the Group's diversified operations, environmental considerations are addressed through sector-specific approaches that prioritize energy efficiency, emissions management, water conservation, and responsible waste practices. These efforts support more efficient use of resources, strengthen operational performance, and contribute to long-term environmental sustainability.

Environmental Stewardship

Given the diversity of our operations across multiple industries, we apply a structured and proactive approach to managing our environmental footprint. While some subsidiaries maintain standalone environmental policies, others operate in alignment with Group-wide environmental policies and procedures. Across the portfolio, this approach supports resource-efficient practices, emissions management measures, and responsible waste practices across relevant business activities. Our environmental efforts are guided by recognized national and international sustainability frameworks. Several Aamal subsidiaries have achieved ISO 14001:2015 certification, including Aamal Cement Industries, Aamal Readymix, Aamal Maritime, City Center Doha (through its facilities management service provider), Doha Cables, and Advanced Pipes and Casts Company (QSE #1, QSE #2).

Energy Management and Emissions (GRI 3-3, 302-1, 302-3, 305-1, 305-2, 305-4)

At Aamal, energy and emissions management are addressed through targeted investments in energy efficiency, operational improvements, and resource optimization initiatives that support sustainability objectives while maintaining operational performance. Improving energy efficiency remains an important focus area across the Group, particularly within operations with higher energy demands.

In 2025, energy consumption decreased by 5.1% to a total of 133,389,720 kWh, reflecting ongoing energy efficiency efforts as well as changes in production levels and operational activity across our subsidiaries (QSE #3, QSE #6). Overall energy intensity per m² also improved, decreasing to 231 kWh/m², while maintaining a comparable operational footprint to the previous year..

Energy Management (QSE #3, QSE #4)	Unit	2023	2024	2025
Total direct energy consumption	kWh	49,107,029	46,108,611	44,753,136
Total indirect energy consumption	kWh	93,082,828	94,499,399	88,636,584
Total energy consumption	kWh	142,189,857	140,608,010	133,389,720
Energy Intensity	(kWh/m ²)	307	243	231
Energy Intensity	(kWh/employee)	92,391	78,993	78,097
Note: Doha City Center's 2023 figures include both Diesel Manlift and mall Gensets, while 2024 exclusively includes Gensets.				

In line with the reduction in energy consumption, total greenhouse gas (GHG) emissions in 2025 decreased to 56,146 tonnes of CO₂ equivalent, reflecting a continued reduction compared to the previous year. GHG emissions intensity remained stable at 0.10 tonnes of CO₂ eq per m² in 2025 (QSE #5).

GHG Emissions (QSE #5)	Unit	2023	2024	2025
Total GHG emissions	(tonnes of CO ₂ eq)	75,361	59,374	56,146
Scope 1 GHG emissions	(tonnes of CO ₂ eq)	12,403	11,596	11,328
Scope 2 GHG emissions	(tonnes of CO ₂ eq)	62,958	47,778	44,818
GHG emission intensity	(tonnes of CO ₂ eq/m ²)	0.16	0.10	0.10
GHG emission intensity	(tonnes of CO ₂ eq/employee)	49	33	33

In 2025, a range of initiatives were implemented across our businesses to improve energy performance and optimize consumption. In line with Aamal's sustainability approach, renewable energy solutions are being considered and, where feasible, adopted across selected subsidiaries to support more efficient energy use and reduced dependence on conventional power sources.

Aamal Readymix continues to operate its BuQalila Factory using solar power for lighting and certain office equipment, maintaining the same capacity as before. Energy and fuel consumption remains closely linked to fluctuations in production volumes across the year. In 2025, variations in operational activity across the portfolio resulted in changes compared to the previous year. The Company also integrates alternative materials such as GGBFS, fly ash, and silica fume into its concrete mix designs, reducing reliance on conventional cement, lowering carbon emissions, and improving durability.

Aamal Cement Industries successfully met its annual reduction targets for energy and GHG emissions. ACI continued to enhance responsible raw material sourcing through the increased use of Ground Granulated Blast Furnace Slag (GGBFS), reducing reliance on virgin materials while maintaining product quality. As a by-product of the steel industry, GGBFS supports lower energy use and carbon emissions and helps avoid quarrying and landfill disposal.

Energy management at **Advanced Pipes and Casts Company** is driven by operational controls, preventive maintenance, and efficiency practices aimed at reducing fuel and electricity consumption, improving reliability, and lowering emissions. Opportunities for renewable energy adoption are assessed where feasible. Additional measures include equipment optimization, reduced idling, efficient scheduling and logistics, and preventive maintenance of generators and vehicles. These practices are primarily implemented internally, with client- and site-specific requirements applied as needed.

In 2025, **Doha Cables** set an Energy Management Policy and achieved ISO 50001 certification, to solidify its energy management practices and operational efficiency. Practical initiatives, such as the installation of skylights on the production shop floor, reduced reliance on artificial lighting by 30%, while quarterly third-party indoor air quality checks (CO, CO₂, SO₂, NO₂, TVOC, PM and lead) helped maintain a safe and healthy workplace. Recognizing the significant role of transportation in energy consumption across its value chain, Doha Cables continues to focus on sustainable transport practices as part of its broader environmental strategy.

Sustainability at Aamal (Continued)

Protecting the Environment (Continued)

The Company also advanced its climate and energy practices by planning full coverage of Scope 1, 2, and 3 greenhouse gas emissions in their inventory, with a near-term target to reduce Scope 1 and 2 emissions by 30% by 2030 (using 2024 as the baseline). Climate-related risks are now fully integrated into the risk management process, ensuring systematic identification, assessment, and prioritization alongside other operational risks.

At **City Center Doha**, energy management is integrated into the organization's Environmental Policy, supported by efficiency initiatives, system upgrades, regulatory compliance measures, and an integrated Building Management System (BMS). Climate-related considerations are incorporated into operational decision-making and capital planning, with targets on improved energy efficiency and reduced electricity consumption. In 2025, City Center Doha completed an energy performance audit to assess consumption patterns and identify opportunities for further efficiency improvements. The facility also implemented a Chiller Plant Management System to optimize cooling operations, improve operational control, and enhance overall energy efficiency. In addition, air curtains were installed at all entrance doors to reduce air infiltration, improve indoor comfort, and lower cooling demand within the mall.

Ebn Sina Medical continued its energy conservation efforts during 2025 by maintaining energy-efficient practices across its operations. In warehouse facilities, the transition from 400-watt metal halide lamps to 200-watt LED lighting remained in place, supporting sustained reduction in electricity consumption. The Company also continued to apply its redesigned cold chain supply process using passive packaging for private market customers, which maintains temperature control without the use of electricity while ensuring product integrity.

In parallel, **Aamal Medical** sustained the energy efficiency improvements introduced through office maintenance upgrades, including the continued use of 200-watt LED lighting to reduce energy demand. Aamal Medical significantly reduced its direct energy consumption by almost half, reflecting improved operational efficiency and more optimized logistics and distribution practices.

Water and Waste Management (GRI 3-3)

Aamal continues to implement resource management initiatives across its subsidiaries aimed at improving operational efficiency, reducing waste generation, and supporting the responsible use of water and materials. Given the diverse nature of the Group's operations, approaches are tailored at the subsidiary level and include water recycling, waste recovery, material reuse, paperless processes, and recycling practices where feasible. These efforts support resource efficiency objectives and contribute to Qatar National Vision 2030 and broader environmental management priorities (QSE #2).

Sustainable Water Practices (GRI 303-1, 303-2, 303-5)

Effective water management remains an important priority across several of Aamal's operations, particularly within industrial activities where water is used in production and operational processes. Aamal continues to implement measures focused on improving water efficiency, reducing freshwater consumption where feasible, and increasing the reuse of process water through operational controls and recycling systems.

In 2025, total water consumption reached 388,501 m³, reflecting a slight increase compared to the previous year. Wastewater reuse and recycling increased by approximately 30% year-on-year, supported by selected operational initiatives across subsidiaries focused on process water recovery and recycling systems (QSE #8).

Water Consumption (QSE #8)	Unit	2023	2024	2025
Total water consumption	(m ³)	336,537	380,343	388,501
Total amount of wastewater re-used or recycled	(m ³)	5,748	6,361	8,214

During 2025, Aamal's subsidiaries continued to implement measures to optimize water use and introduce water recycling solutions aimed at improving operational efficiency and reducing freshwater demand where feasible.

Aamal Readymix operates closed-loop water recycling systems at its batching plants, enabling the reuse of wash water and recovery of process water within operations, helping reduce freshwater consumption and wastewater discharge.

Aamal Cement Industries has a water filtration system that treats residual water from wet press operations, enabling approximately 30% of process water to be recycled and reused, reducing freshwater demand in production.

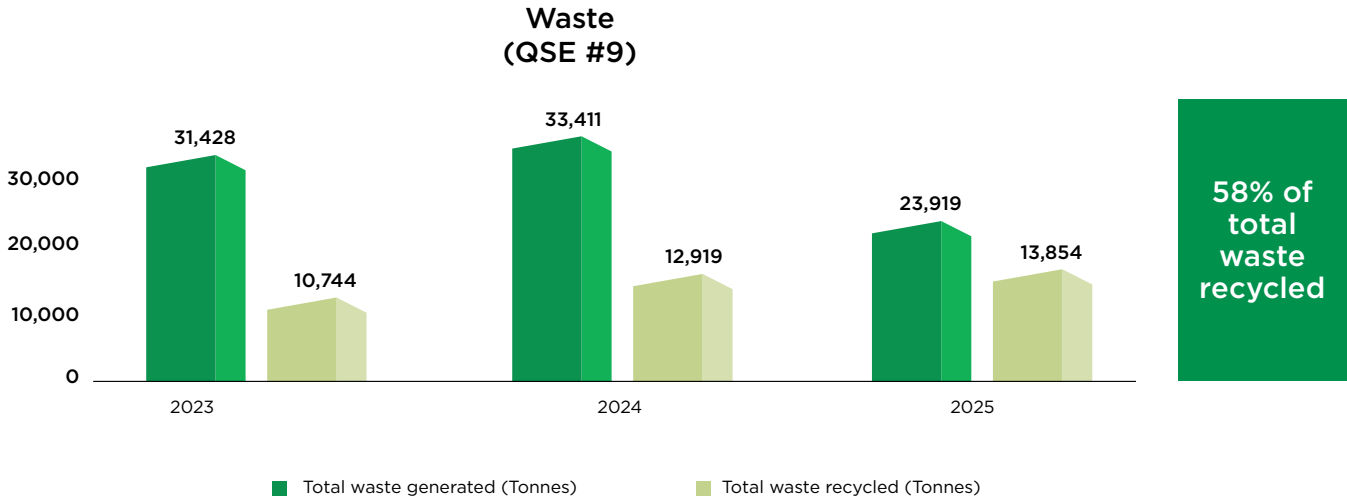
Advanced Pipes and Casts Company continues to reuse recycled water in selected production processes, such as milling, contributing to reduced water consumption. Further expansion of recycled water use is currently under assessment.

At **City Center Doha**, water conservation measures include efficient fixtures, leak detection systems, and regular inspections to improve water efficiency across facilities. A project to collect and recycle condensate drain water for irrigation purposes is planned for implementation within the next two years.

Waste Management and Circularity

Aamal continues to strengthen waste management and circularity practices across its operations through initiatives focused on waste reduction, material recovery, recycling, and resource reuse. Waste management approaches are tailored to the nature of each subsidiary’s activities and aligned with operational requirements and applicable regulations. Across the Group, efforts continue to focus on improving resource efficiency, reducing landfill disposal where feasible, and promoting circular practices through the reuse and recycling of materials.

In 2025, total recorded waste generated amounted to 23,919 tonnes, with recycled waste accounting for 58% of total waste generated (QSE #9).



Note:

2023 waste figures include Aamal Readymix, ACI, Doha Cables, and Ebn Sina Medical
2024 waste figures include Aamal Readymix, ACI, Doha Cables, Ebn Sina Medical and APC
2025 waste figures include Aamal Readymix, ACI, Doha Cables (covering domestic waste generation and recycling at accommodations and factories) and APC.

Alongside operational waste management efforts, Aamal continues to expand paperless workflows and strengthen electronic waste (e-waste) management practices across subsidiaries. In 2025, total paper consumption totalled 8,944 kg, while 1,209 kg of paper was recycled, representing approximately 13.5% of total paper use. During the same year, Aamal Readymix and Aamal Cement Industries recycled 340 kg of IT-related products and electronic waste. Variations in reporting scope and data coverage across reporting years may limit direct comparability of the data presented (QSE #9).

Aamal Readymix recovers usable materials from returned concrete in line with Qatar Construction Standards (QCS). An advanced water absorption system processes cementitious slurry generated from concrete recycling, separating water for reuse and converting residual material into dry mud cakes for repurposing or responsible disposal. The company also operates a facility for recycling leftover concrete from operations, which was expanded in the previous year to accommodate production flows. In addition, used oil and filters are sent to specialized recycling facilities.

A recycling facility is established at **Aamal Cement Industries** to process non-conforming products, damaged interlocks, and production waste, converting them into aggregates for reuse in manufacturing in compliance with QCS. These efforts complement the continued use of sustainable raw materials, including GBFS, in line with QCS guidelines.

Sustainability at Aamal (Continued)

Protecting the Environment (Continued)

Advanced Pipes and Casts Company enhances resource efficiency through controlled procurement, mix optimization, and the minimization and reuse of production by-products where feasible. It manages waste through a structured system that channels materials such as wooden pallets, used diesel engine oil, plastics, and steel drums to licensed carriers for reuse or recycling. Print management controls are also in place to monitor paper consumption and support the transition toward digital workflows and e-signature approvals. In addition, the expanded precast product portfolio for energy and infrastructure projects improves material utilization and reduces rework through higher-specification designs. Supplier quality controls further support efficient material use across operations.

Doha Cables manages material use through an engineering process that calculates the required quantity for each cable product in accordance with international standards (IEC, BS), optimizing material efficiency while maintaining product performance and safety. A documented Quality Control Plan sets maximum material limits to prevent overuse and ensure consistent product characteristics. Hazardous and non-hazardous waste is managed under the "Waste Management & Control" procedure. Packing materials, such as empty wooden and steel drums, are collected from customers and reused for repacking finished products. Doha Cables recovers and recycles a range of scrap materials through licensed waste contractors.

In 2025, approximately 50% of steel drums and 40% of wooden drums were recovered and reused. Materials such as polyvinyl chloride (PVC) and lead used in cable insulation, bedding, and sheathing are recycled and reused where feasible, supporting waste reduction and material efficiency. Additionally, a Drum Tracking System was implemented to improve drum recovery, boost reuse efficiency, and enhance overall environmental performance.

Waste handling procedures at **City Center Doha** cover waste segregation, recycling, safe handling, and disposal through licensed contractors. Waste management requirements also apply to contractors and tenants where relevant. Waste generated is primarily non-hazardous, including general waste, packaging, and recyclable materials, while limited hazardous waste is managed in accordance with applicable regulations. Spill risks are controlled through preventive measures, staff training, and emergency response procedures.

In 2025, City Center Doha further strengthened its waste management practices through source segregation initiatives, centralized waste collection, recycling programs, and tenant awareness activities. Packaging boxes were collected at designated locations and recycled through a third-party contractor, with approximately 95% of collected packaging boxes repurposed or recycled during the year. During the year, no significant spills were reported.

Ebn Sina Medical continued to strengthen its environmental management practices during 2025 by building on initiatives introduced in 2024 to address paper consumption, printing practices, and electronic waste management. To support waste reduction and resource efficiency, Ebn Sina Medical applies reuse practices for pallets, cartons, dataloggers, and passive shippers received from suppliers for local storage and distribution activities. Cardboard and shipper packaging materials are also sourced from recycled content where feasible.

Other subsidiaries within the medical sector continued to implement digital solutions across HR, Finance, and Procurement functions to reduce paper consumption, while **Aamal Footcare Center** and **Ebn Sina Pharmacy** maintained the use of biodegradable bags across their operations.

At **Aamal Trading and Distribution**, generated waste consists mainly of used tires, packaging, and minor workshop-related materials. Used tires are collected and disposed of exclusively at designated sites prescribed by the Ministry of Municipality, where treatment and recycling are managed by assigned authorities.

ECCO Gulf has advanced paperless office practices by setting duplex printing as default, implementing e-billing systems, and promoting digital documentation. HR and IT systems track paper consumption per employee to encourage reduced printing. E-waste is managed through secure disposal and recycling protocols for electronic devices.

Empowering Our Workforce



Key material issues covered:

1. Diversity and Equality
2. Training and Development
3. Health and Safety



Alignment Qatar Vision 2030

Human development

- A capable and motivated workforce
- An educated population
- A healthy population: physically and mentally



Alignment UNSDGs

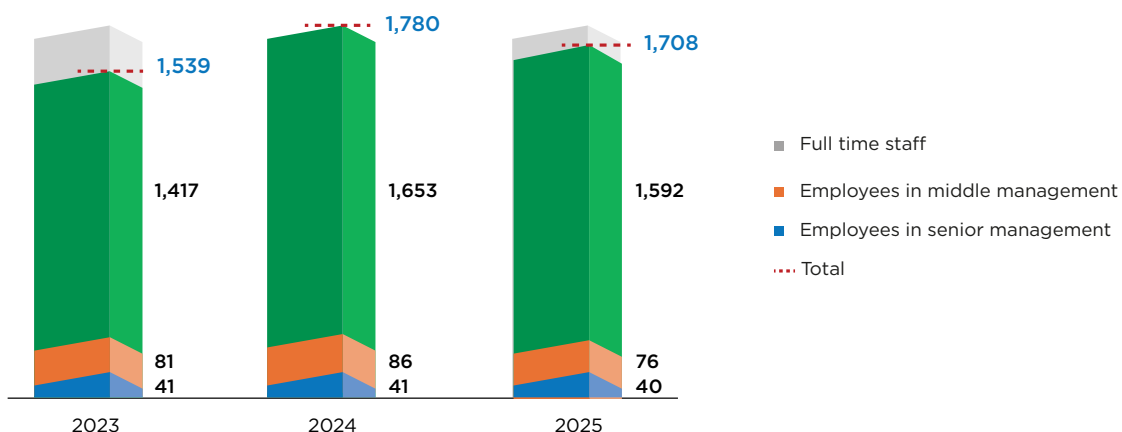


Aamal seeks to maintain a safe, inclusive, and supportive work environment that enables employee well-being, professional development, and long-term workforce resilience. Given the Group's diversified operations, workforce-related priorities are managed through business-specific approaches focused on diversity and equal opportunity, training and capability development, and occupational health and safety. These efforts support employee engagement, operational performance, and the development of a capable and motivated workforce aligned with Qatar National Vision 2030.

Our Workforce

Aamal continues to invest in workforce development, employee well-being, and inclusive workplace practices across its operations. These efforts support organizational performance while strengthening employee engagement, retention, and long-term professional development.

Workforce overview (QSE #10, QSE #19)



Sustainability at Aamal (Continued)

Empowering Our Workforce (Continued)

We recruit and support employees from diverse backgrounds, reflecting the range of sectors and activities across the Group. In 2025, the workforce across Aamal's subsidiaries totaled 1,708 employees, from which 93% employee staff. During the year, 239 new hires joined the Group, while employee turnover stood at 14.3% (QSE #10, QSE #19).

Diversity and Equality (GRI 2-7, 2-8, 3-3, 401-1, 401-2, 401-3)

At Aamal, diversity and inclusion are recognized as important contributors to organizational effectiveness and long-term business performance. We are committed to maintaining a respectful and inclusive workplace where employees are provided with equal opportunities regardless of gender, nationality, or background. Our approach supports workplace equity, employee engagement, and professional development across all levels of the organization.

To support these commitments, Aamal has established policies and procedures covering non-discrimination, fair employment practices, and ethical conduct. Structured recruitment, promotion, and performance management processes are applied to ensure employment decisions are based on merit, qualifications, and performance. These practices are implemented in accordance with applicable Qatari Labour Law requirements, including provisions related to parental leave, health insurance, employee welfare, and human rights protections.

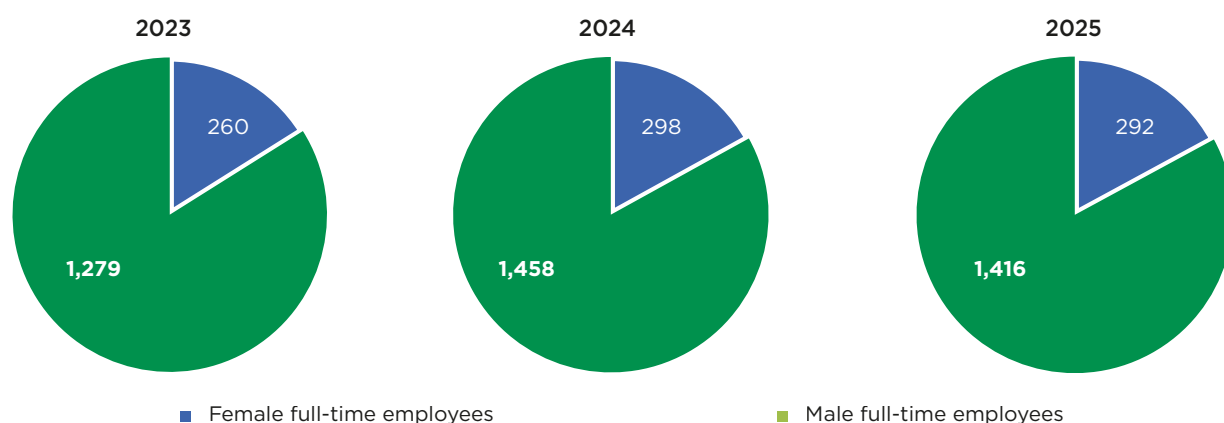
Aamal provides full-time employees with a comprehensive benefits package, including basic salary, housing allowance or company-provided accommodation, transportation allowance, annual leave, airfare benefits, and education allowances where applicable. In addition, the Corporate Human Resources department continues to implement performance-based recognition and incentive programs, including spot awards, performance-linked bonuses, and non-monetary recognition initiatives (QSE #11, QSE #29).

Female Representation

Aamal continues to support female representation across its workforce through initiatives that promote inclusion, professional development, and equal opportunity. The Group seeks to foster an inclusive working environment where women are supported in their professional growth and participation across different functions and levels of the organization. This includes encouraging engagement in leadership and networking platforms, such as the Doha Women Forum, which supports dialogue around women's leadership, development, and inclusion.

In 2025, female employees across the Group's subsidiaries totaled 292, remaining broadly consistent with previous years.

Workforce By Gender



Female Employment (QSE #12, QSE #19)	Unit	2023	2024	2025
Total female employees	Number	260	298	292
Females in senior management	Number	3	3	3
Females in middle management	Number	26	24	21
Female employment rate	Percentage	16%	17%	17%

The Group continues to monitor workforce movements to support workforce planning and talent management across its operations. During the reporting year, 239 employees joined the Group across its subsidiaries, of which 23.4% were female employees. While female hiring levels were lower compared to the previous year, Aamal continues to apply equal opportunity hiring practices and support workforce diversity across its operations (QSE #12, QSE #19).

Employee Hires and Turnover (QSE #12)	Unit	2023	2024	2025
Total new hires	Number	168	250	239
Female	Number	55	87	56
Male	Number	113	163	183
Total turnover	Number	288	223	245
Female	Number	91	55	78
Male	Number	197	168	167

Note: For 2023, 2024, and 2025 data excludes APC

Youth Engagement

Aamal Company is committed to supporting youth development and increasing workforce participation among younger generations. Through structured training programs and practical learning opportunities, we equip young professionals with the skills and experience needed to transition effectively into the workforce (QSE #21).

During the reporting year, Aamal continued its engagement with academic institutions by participating in career fairs at Gulf English School, Al Rayyan International University College (ARIU), the University of Doha for Science and Technology (UDST), and Lusail University, promoting internship and employment opportunities and engaging with emerging talent.

Through its University Internship Program, Aamal offers Qatari nationals and students of all nationalities the opportunity to gain practical experience that complements their academic studies. Internships provide hands-on exposure to a professional environment, supporting the development of workplace and industry-relevant skills. Participants who successfully complete the program receive a certificate and incentives in recognition of their contributions.

In addition, Aamal offers structured training opportunities for both non-graduate and graduate trainees, including high school students, diploma holders, and university graduates. These programs provide exposure to corporate operations and support participants in building essential skills for future careers.

In 2025, Aamal's CEO, Mr. Rashid Al Mansouri, met with students from institutions including Qatar University, HEC Paris, and Rome Business School in Italy, sharing insights from his professional journey and experiences, reflecting Aamal's continued support for education and its commitment to inspiring future professionals.



Sustainability at Aamal (Continued)

Empowering Our Workforce (Continued)

Doha Cables strengthened its collaboration with academia by signing a Memorandum of Understanding with Qatar University, establishing a partnership focused on research collaboration and student talent development. The agreement provides students with opportunities to gain practical industry experience through internships and applied research projects, supporting Qatar's ambition to build a knowledge-based economy. Doha Cables also continued its Summer Internship Program, welcoming 22 students from Qatar University and Texas A&M University at Qatar. The six-week program was further enhanced with professional development modules covering personal growth, business skills, and career readiness, delivered by experts from Elsewedy Electric and Aamal Company Q.P.S.C., strengthening the pipeline of skilled professionals for Qatar's infrastructure sector.

Ebn Sina Medical continued its support for Qatar University's scholarship program for Bachelor's, Master's, and PhD students, reflecting its commitment to advancing higher education. In 2025, five students received financial assistance to support their academic progress and professional development. The Company also delivered its annual training program and internship opportunities for undergraduate pharmacy students, providing practical, hands-on experience to support career readiness within the healthcare sector.



Qatarization

Aamal supports Qatar's national workforce development objectives through the active promotion of Qatarization across its operations. In alignment with national policies and initiatives, we seek to provide Qatari nationals with access to meaningful employment opportunities, professional development, and long-term career progression within the organization (QSE #20).

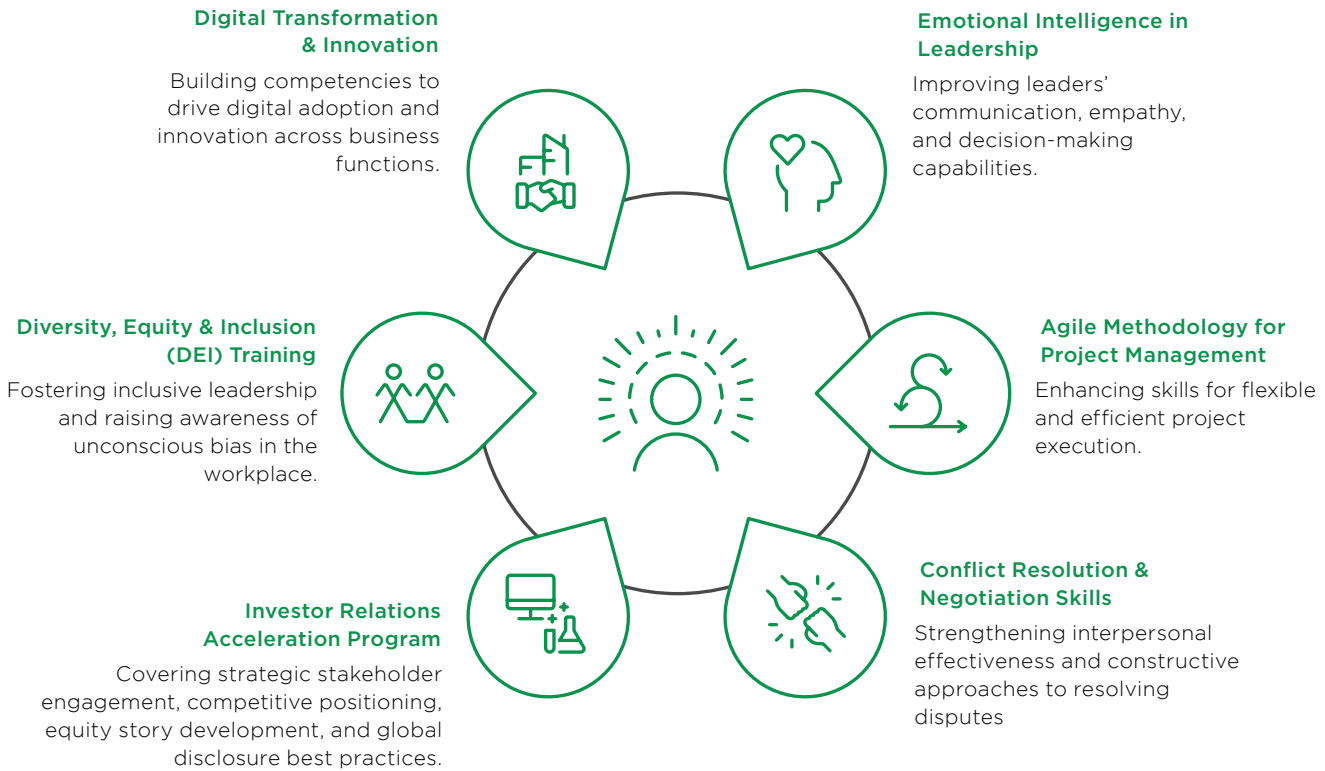
To support these efforts, Aamal Company collaborates with relevant national institutions and organizations to facilitate the recruitment and integration of Qatari talent into the workforce. Aamal also participates in workshops and seminars organized in collaboration with government entities to raise awareness of career opportunities and professional development pathways within the Group. These initiatives are further strengthened through partnerships with schools, universities, and vocational institutions, supporting the development of structured talent pipelines and enabling the transition of young Qataris into the workforce with the skills and capabilities required for long-term success.

Several subsidiaries have also taken targeted actions to support Qatarization. **Aamal Medical** is registered on national recruitment platforms, including Tawteen and Kawader, which support the recruitment and retention of national employees supporting Qatar's long-term economic and social objectives. In parallel, **Aamal Trading and Distribution** gives priority to appointing senior management from the country of operation, in line with Aamal Company's HR policy and Qatar Labour Law nationalization requirements. Qualified local candidates are considered first for leadership roles, with certain positions designated for Qatari nationals where applicable.

Training and Development (GRI 3-3, 404-1, 404-2, 404-3)

Aamal places strong emphasis on learning and career development, supporting employees in building technical skills, leadership capabilities, and industry knowledge that contribute to sustained organizational performance. Structured training initiatives, leadership development programs, and digital learning tools are used to strengthen workforce adaptability and readiness for evolving business needs.

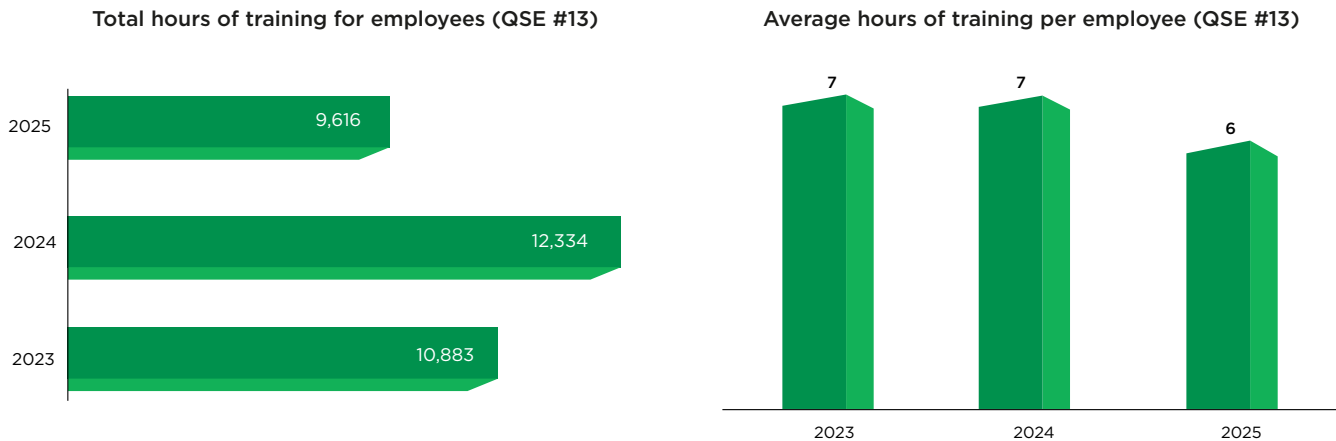
Our training programs are designed to strengthen both technical and soft skills, with key focus areas including:



Aamal’s onboarding program for new employees ensures completion of mandatory training to support role readiness and competency. This includes legal and compliance training, quality programs, and department-specific standard operating procedures (SOPs), equipping employees with the knowledge and skills required to perform effectively.

Training delivery in 2025 amounted to 9,616 hours across reported subsidiaries, reflecting Aamal’s continued focus on employee learning and capability development. On average, employees received approximately 6 hours of training during the year, covering technical, operational, leadership, and compliance-related topics that support day-to-day performance and evolving business requirements (QSE #13).

Note: For 2023 and 2024, data excludes City Center Doha, Ci San Trading, and Aamal ECE, whereas 2025 excludes City Center Doha, Aamal Medical, and Aamal Trading and Distribution



Sustainability at Aamal (Continued)

Empowering Our Workforce (Continued)



Employees Development at ECCO Gulf

After launching ECCO Academy last year, ECCO Gulf provides over 85,000 training resources in various disciplines, including communication, sales, digital skills, data analysis, marketing, and project management, available in both English and Arabic on the e-learning platform. Employees can access courses anytime, anywhere, and receive completion certificates upon finishing each course. In addition, succession plans were maintained to ensure the continuity of leadership and critical business functions, preparing employees to take on key roles when current leaders retire, leave, or move to other positions.

Additionally, ECCO Gulf has conducted TED Talk sessions to promote knowledge sharing and held mental and physical health awareness sessions in collaboration with government entities to strengthen employee skills, engagement, and performance.



Capacity Building at Ebn Sina Medical

Learning and development at Ebn Sina Medical are coordinated through a central training function that supports employee capability building across the organization. Training activities are planned annually and cover onboarding, compliance, leadership development, and role-specific skills, delivered through a combination of digital learning platforms and selected external programs.

Ebn Sina Medical provides role-specific training to relevant employees and departments in line with regulatory requirements and company standards, with a focus on interactions with healthcare professionals (HCPs). Key training areas include scientific sponsorship of HCP participation in educational events, and engaging HCPs to provide scientific services.

Health and Safety (GRI 3-3, 403-1, 403-2, 403-4, 403-5, 403-9, 403-10)

Occupational Health and Safety

Protecting the health and safety of employees, contractors, visitors, and the wider public remains a fundamental priority across Aamal's operations. We adhere to strict occupational health and safety standards, ensuring compliance with both local and international regulations. Each sector within our portfolio has tailored health and safety systems designed to align with the specific nature of its operations, ensuring effective risk management and workplace safety throughout all relevant phases of operations, including product design and manufacturing, workplace safety, and customer health.

To uphold these standards, Aamal maintains a robust safety framework that includes risk assessments before engaging in new operations, the procurement of safe equipment, and continuous monitoring of workplace hazards. Employees receive comprehensive training and information to support a strong safety culture, while those responsible for work activities are held accountable for identifying, mitigating, and reporting risks. We expect all employees, regardless of position, to actively contribute to maintaining a safe and responsible work environment, reinforcing our commitment to accident prevention and operational excellence (QSE #14).

Aamal has taken proactive steps to enhance workplace safety through training and risk mitigation strategies:

- Fire safety and emergency preparedness – Regular fire drills, evacuation exercises, and firefighting awareness sessions to support effective emergency response.
- First aid and safety training – Provision of basic first aid training, forklift operation safety, and spill control training for employees operating in higher-risk environments.
- Cold storage safety protocols – Implementing door alarm systems in cold rooms, ensuring employee safety in storage facilities.
- Reduction of potential infection – Adoption of face-recognition attendance systems within medical subsidiaries to minimize contact-based risks associated with fingerprint systems.

In 2025, a total of 4.48 million work hours were recorded across Aamal's operations, with safety performance closely monitored throughout the year. In response to recorded injuries, targeted safety procedures and controls were further strengthened across relevant subsidiaries. No work-related fatalities were reported.

Health and Safety (QSE #15)	Unit	2023	2024	2025
Work hours (employees)	Number	2,605,322	3,423,797	2,693,703
Work hours (contractors)	Number	256,348	711,947	1,793,917
Employee fatalities	Number	0	0	0
Contractor fatalities	Number	0	0	0
Employee lost time injuries	Number	0	2	1
Contractor lost time injuries	Number	0	0	0
Employee total recordable injuries	Number	2	4	10
Contractor total recordable injuries	Number	0	0	1
Employee occupational illnesses	Number	0	0	0
Total number of emergency response drills conducted	Number	0	0	2
Safety incident investigations initiated	Number	0	0	10
Safety incident investigations completed	Number	0	0	10

During 2025, Aamal's subsidiaries continued to implement and strengthen tailored health and safety measures across their respective operations, reflecting the nature of their activities and associated risk profiles.

Aamal Readymix continues to maintain ISO 45001:2018 certification, reflecting its commitment to best practices in occupational health and safety management.

Advanced Pipes and Casts Company strengthened its health and safety approach by increasing targeted training on safety procedures for all factory employees and workers. In parallel, the Safety Officer expanded routine patrols and site controls across the facility to enhance oversight, identify potential hazards, and reinforce consistent compliance with established safety practices to promote a zero-harm safety culture across operations and projects.

Doha Cables implements enhanced safety controls for employees handling lead materials in medium- and high-voltage cable operations. These measures include annual lead emission testing, regular medical examinations, provision of appropriate personal protective equipment (PPE), and preventive practices aimed at mitigating exposure risks, supporting a safe and healthy working environment. Doha Cables ensures product safety and compliance across the full cable life cycle through structured design, manufacturing, and quality control procedures. All products are designed in line with international standards (IEC, BS), supported by MSDS documentation and strict in-process controls, inspections, and testing. Worker participation is supported through quarterly HSE committee meetings and a formal hazard reporting system. Firefighting and first aid training are provided across departments, alongside medical insurance for all employees and on-site nursing support to address both work-related and general health needs.

City Center Doha upholds Quality, Health, Safety, and Environment (QHSE) standards through a monthly monitoring plan designed to ensure stakeholder safety and continuous improvement. Its QHSE Audit Program evaluates operational processes, while regular emergency drill exercises support preparedness and effective response. Customer feedback is collected via service desks, digital platforms, and direct communication, with operational teams reviewing and addressing complaints and implementing corrective actions where needed. QHSE training sessions are conducted on an ongoing basis, and the Employees' Health, Safety, and Welfare (HSW)

Sustainability at Aamal (Continued)

Empowering Our Workforce (Continued)

Consultation Program promotes employee engagement in workplace safety matters. These practices resulted in recording zero incidents of non-compliance with health and safety regulations or voluntary codes in 2025.

Aamal Medical adopts a proactive approach to workplace safety through a structured risk register and mitigation framework. Employees operating in sales, service, and supply chain functions adhere to health and safety requirements at customer sites in line with site-specific protocols and industry standards. This approach and effective risk management were reflected in the absence of health and safety incidents at customer sites during the reporting period. **Ebn Sina Medical** aligns its health, safety, and environmental (HSE) policies with ISO 14001 requirements and continues to strengthen employee awareness through targeted training.

Continuous improvement in health and safety is supported through regular audits, safety inspections, and compliance reviews, reinforcing the goal of a zero-incident workplace across all operations.

Employee Well-being and Engagement

Aamal places importance on employee well-being, engagement, and workplace culture as part of maintaining a supportive and inclusive work environment. Beyond health and safety management, the Group continues to implement initiatives that promote employee engagement, encourage collaboration, and support physical and mental well-being across its operations.

During the reporting year, a range of employee engagement and wellness activities were organized across the Group to encourage social connection, health awareness, and active lifestyles. These included a Ramadan Suhoor gathering where over 3,000 Iftar meals were distributed to workers across subsidiary locations, supported by employee volunteers as part of Aamal's commitment to well-being, compassion, inclusion, and employee engagement. To mark Breast Cancer Awareness Month, Aamal also organized an awareness event for female employees across the Group in collaboration with the Qatar Cancer Society and Al Jameel Medical Center. The event included interactive sessions and panel discussions focused on breast cancer prevention, the importance of early detection, and regular screening. Sports and fitness initiatives, including National Sports Day celebrations and a football tournament, were also organized to promote teamwork, employee interaction, and healthy lifestyles.

To further strengthen employee engagement and retention, Ebn Sina Medical continued its annual online employee engagement survey through a third-party platform. Survey results are used to better understand employee feedback, identify areas for improvement, and support targeted actions aimed at enhancing workplace satisfaction and employee experience.

Through these initiatives, Aamal continues to foster a workplace culture where employees feel valued, supported, and engaged, contributing to workforce well-being, collaboration, and long-term organizational performance.



Sustainability at Aamal (Continued)

ESG framework

Serving Our Communities



Key material issues covered:

1. Community Development
2. Sustainable Procurement



Alignment Qatar Vision 2030



Alignment



Economic development

Suitable economic diversification

Aamal contributes to community development and responsible value chain practices through targeted social initiatives and structured procurement processes. Our approach focuses on supporting education, youth development, employee and community well-being, and strengthening local economic participation through responsible sourcing. These efforts reflect Aamal's commitment to creating social value while reinforcing ethical and sustainable practices across its operations and supply chain, in alignment with Qatar National Vision 2030.

Community Development (GRI 3-3, 203-1, 203-2)

Aamal and its subsidiaries continue to support community development through a broad range of corporate programs, strategic partnerships, sponsorships, awareness initiatives, and volunteer activities that contribute to social well-being and national development priorities in Qatar. Community initiatives focus on areas including public health, sports, inclusion, education, environmental awareness, and social engagement, reflecting the Group's broader commitment to creating positive and lasting impact across the communities it serves.

In 2025, Aamal's corporate social responsibility (CSR) investment reached QAR 1,590,500, supporting a wide range of social, environmental, and community initiatives across the Group (QSE #21).

Best CSR Initiative Award

In 2025, Aamal Company Q.P.S.C. received the Best CSR Initiative in the Private Sector award at the QCSR Summit & Awards 2025, in recognition of the Group's ongoing commitment to sustainability, social responsibility, and community development initiatives aligned with national priorities.

The award was presented by Dr. Saif Ali Al Hajari, Chief Executive Officer of the Qatar CSR National Program, acknowledging Aamal's efforts to support sustainable growth, responsible business practices, and positive social and environmental impact across the communities it serves.



Public Health, Wellbeing, and Safety Awareness

During the year, Aamal continued its partnership with the Qatar Cancer Society for the fifth consecutive year, supporting community initiatives focused on cancer awareness, prevention, and early detection. As part of its commitment to promoting healthy lifestyles and social participation, Aamal also organized the “Aamal Ride” community cycling event in collaboration with the Ministry of Sport and Youth and Qatar Cyclists, attracting more than 800 participants.



To



further support public health and community well-being, Aamal Real Estate and Doha Cables organized blood donation campaigns in collaboration with Hamad Medical Corporation, contributing to national healthcare initiatives while encouraging employee participation in volunteer and community-focused activities. Complementing these efforts, Aamal Trading and Distribution promoted road safety awareness through the “Checked by Bridgestone” campaign conducted across Woqood petrol stations in collaboration with its long-term partner Bridgestone, helping encourage safer driving practices within the community.



Inclusion, Community Engagement and Empowerment

The Group continued its collaboration with public and private centers supporting children and individuals with special needs, including participation in Qatar National Day celebrations at Himam Center for Persons with Disabilities, alongside broader awareness and inclusion initiatives that reinforce Aamal’s commitment to accessibility and social inclusion.

Aamal also engaged with the wider community through family-oriented and social initiatives, including the “Summer Fun Fridays” program at Fun City, which provided activities designed to encourage family participation and community interaction.

In parallel, the Group continued supporting initiatives focused on inclusion, leadership, and empowerment. For the third consecutive year, Aamal supported the Doha Women



Sustainability at Aamal (Continued)

Serving Our Communities (Continued)

Forum, held under the theme “Voices of Change.” The forum brought together women leaders, professionals, and changemakers to discuss the role of women in driving positive social change and fostering a more inclusive society. Discussions focused on four key pillars - education, leadership, health, and global mobility - highlighting the importance of empowering women to contribute to sustainable social and economic development.



Sustainability Engagement and Environmental Initiatives

The Group also continued to support sustainability dialogue and responsible business practices through sponsorship and participation in other national events and forums, including the Qatar CSR Summit and the International ESG Conference.

Several subsidiaries further contributed to environmental and community-focused initiatives during the year. ECCO Gulf organized donation drives that collected unused items from employees and distributed them through Qatar Charity to support local community needs. The company also partnered with Qatar Foundation on tree-planting initiatives and waste reduction efforts, while distributing plants to employees to encourage greater environmental awareness and greener workplace practices. To support continuous improvement, ECCO Gulf monitors the outcomes of its CSR initiatives and employee volunteering hours to help assess social impact and strengthen future community engagement activities.



Sustainable Procurement (GRI 3-3)

Maintaining responsible supplier relationships is central to Aamal’s approach, guided by ethical, social, and environmental standards. By strengthening vendor management systems, enhancing qualification requirements, and embedding responsible sourcing practices, Aamal Company promotes transparency, integrity, and sustainability across its supply chain, supporting long-term business resilience.

Vendor management is embedded within Aamal’s procurement processes and applies to all suppliers engaged by the Group. Vendors are subject to initial due diligence and verification procedures, including assessments of compliance with Aamal’s Code of Conduct. The policies of the Central Procurement Department, including requirements relating to anti-bribery, anti-corruption, and fair business practices, are extended to suppliers to uphold consistent standards of commercial integrity throughout the supply chain (QSE #31).

In 2025, Aamal strengthened its approach to responsible sourcing and employee welfare by formalizing and implementing clear standards for employee accommodation across the Group. In line with the requirements of the Ministry of Labour, Aamal and its subsidiaries ensure that accommodation provided for blue-collar employees is leased or operated in compliance with all applicable regulatory standards and approvals. These accommodations are subject to periodic inspections by the relevant authorities, with the Group consistently meeting required standards and recording no instances of material non-compliance.

The Group also applies enhanced accommodation standards for female blue-collar employees, reflecting its commitment to inclusion, employee well-being, and workforce diversity. These standards incorporate considerations related to privacy, safety, and overall living conditions to support a safe and respectful living environment.

Additionally, sourcing inspections have been introduced, enabling Aamal to visit vendor sites to assess compliance with ethical labour practices, accommodation standards, and overall working conditions. A more comprehensive vendor management system is planned for implementation as resources allow, further strengthening oversight and accountability.

While environmental requirements vary depending on the nature of work and technical specifications defined by individual business units, Aamal continues to assess opportunities to incorporate sustainable procurement principles within its sourcing practices. Through the integration of sustainable procurement practices, supplier assessment processes, and compliance controls, Aamal and its subsidiaries continue to reinforce responsible sourcing and promote ethical, social, and environmental standards across the supply chain.

Advanced Pipes and Casts Company's approach is anchored in clear ethical and social standards, with all suppliers required to comply with APC's Supplier Code of Conduct covering ethics, human rights, labour practices, health and safety, and legal compliance. Responsible sourcing is embedded throughout the procurement lifecycle through supplier pre-qualification, contractual requirements, compliance reviews, and ongoing engagement, while local suppliers are prioritized where technically and commercially feasible in line with national localization objectives. Social risks within the supply chain are managed through systematic supplier screening and assessment processes, with no significant actual or potential negative social impacts identified, and no supplier relationships terminated during the reporting period.

Aamal Medical follows a structured procurement Standard Operating Procedure (SOP) and a Quality Management System (QMS) that ensures suppliers are evaluated based on certification, quality, and compliance criteria. The Company maintains an approved supplier list, selecting vendors based on their ability to meet rigorous procurement and quality requirements.

Across **Footcare Center, Ebn Sina Pharmacy, and Ebn Sina Medical**, the companies maintain zero tolerance for child labour (under 18 years) and all forms of forced or compulsory labour, in full compliance with Qatar Labour Law. Employee ages are verified during recruitment, with employment contracts and documentation checks mandatory by default. Suppliers and third parties undergo mandatory due diligence and pre-qualification, including contractual obligations to comply with local labour laws. The companies reserve the right to terminate contracts in case of serious violations.

Ebn Sina Medical operates primarily as a distributor and does not handle raw materials or engage in large-scale product reuse activities. As part of its sustainability approach, the Company gives preference to suppliers that incorporate recycled materials into their products, where applicable. Environmental criteria are not yet formally integrated into Ebn Sina Medical's supplier qualification process. However, the supplier base is primarily composed of established international pharmaceutical companies and is generally assessed as low risk from a sustainability perspective, given that these suppliers typically operate under robust environmental and social responsibility standards across their operations and value chains. In addition, Ebn Sina Medical continues to work towards embedding ISO 26000 sustainability principles within its management system, supporting its long-term commitment to responsible business practices.

Aamal Trading and Distribution sources products from internationally recognized manufacturers whose production and product stewardship are governed by global environmental and regulatory standards. Environmental and social risks are therefore largely managed upstream at the manufacturer level. Procurement follows structured approval procedures, with local screening for legal registration, product conformity, and regulatory compliance. The Company focuses on safe storage, handling, and disposal practices in line with Qatar's requirements. No supplier relationships were terminated due to social impacts, and no significant supply chain risks were identified during the reporting period.

Enhancing Local Supply Chains

In support of the economic development objectives of Qatar National Vision 2030, we seek to prioritize local sourcing where feasible, contributing to the development of domestic industries, reducing dependency on imports, and supporting long-term economic resilience.

In 2025, Aamal continued to support the local economy through engagement with domestic suppliers, recording 931 local suppliers during the year (QSE #22). This reflects a more refined supplier base following further enhancements to supplier registration and selection processes enabled by Oracle Fusion. The system continues to strengthen visibility, consistency, and governance over procurement activities at Aamal HQ, supporting improved data quality, supplier oversight, and more disciplined sourcing practices.

Aamal Readymix, Ci-San, Ebn Sina Pharmacy, and the Foot Care Center sourced all their procurement from local suppliers during 2025. In comparison, Aamal Cement, APC, and ECCO Gulf directed 95% or more of their procurement spend to local suppliers. Doha Cables, furthermore, achieved an In-Country Value (ICV) score of 65.88% in 2025, reflecting its commitment to local procurement and workforce development in alignment with Tawteen Qatar objectives (QSE #22).

Business Ethics and Transparency



Key material issues covered:

1. Business Ethics
2. Transparency and Accountability
3. Responsible Growth



Alignment Qatar Vision 2030

Economic development

Suitable economic diversification

Human development

A capable and motivated workforce



Alignment UNSDGs



Aamal maintains high standards of business ethics, transparency, and accountable governance across its operations. The Group applies structured governance and compliance frameworks to ensure integrity in decision-making, regulatory adherence, and consistent oversight across all business activities, supporting economic diversification and a capable and motivated workforce in line with Qatar National Vision 2030. In parallel, Aamal integrates considerations of responsible growth, including business continuity, digital transformation, and data privacy and security, to strengthen operational resilience and support long-term value creation across its diversified portfolio.

Business Ethics (GRI 2-22, 2-23, 2-26, 2-27, 3-3, 205-3)

Aamal's Code of Conduct forms the foundation of ethical behavior across the Group, setting clear expectations in relation to integrity, professionalism, and compliance with applicable laws and regulations (QSE #30). All employees are required to complete training on the Code of Conduct to ensure a consistent understanding of ethical responsibilities and standards of behavior. Governance policies are subject to periodic review to ensure continued compliance, with any breaches addressed promptly through appropriate corrective and disciplinary measures.

Anti-Corruption and Conflict of Interest

Aamal maintains a formal Anti-Bribery and Anti-Corruption Policy, supported by mandatory employee training and applicable across all operations. The policy reinforces zero tolerance for bribery and corruption, with violations subject to disciplinary action in line with internal procedures (QSE #32).

Annual training is delivered on the Anti-Bribery and Anti-Corruption Policy, Code of Conduct, Standard Operating Procedures for reporting violations, and Gifts and Hospitality guidelines to ensure consistent awareness of ethical requirements.

Conflict of interest risks are managed through formal disclosure requirements applicable to employees, management, and relevant third parties. All actual, potential, or perceived conflicts are required to be declared and are reviewed to determine appropriate mitigation measures. Each subsidiary enforces responsible business conduct through its Code of Conduct or equivalent compliance framework.

Human Rights Protection

Human rights principles are embedded within Aamal's governance framework and aligned with Qatari Labour Law, International Labour Organization standards, and the United Nations Universal Declaration of Human Rights (QSE #16). These principles are integrated into policies and operational practices, supported by human rights awareness training provided to all new employees during onboarding. Aamal applies a zero-tolerance approach to human rights violations, including forced labour and child labour, across its operations and supply chain (QSE #17, QSE #18).

Grievance and Whistleblowing Mechanisms

Aamal is committed to maintaining a respectful and inclusive workplace free from discrimination, harassment, and unethical conduct. Employees are provided with structured channels to raise concerns confidentially, including direct reporting via email and in-person communication channels.

All grievances are reviewed in a timely, fair, and confidential manner, ensuring appropriate consideration of the rights and dignity of all parties involved. No cases related to discrimination, harassment, or unethical conduct were reported during the reporting period.

In parallel, Aamal maintains a whistleblowing mechanism that enables employees to report suspected breaches of laws, regulations, or Company policies through a dedicated reporting form and anonymous communication channels. The mechanism is designed to protect whistleblowers and ensure that concerns can be raised without fear of retaliation, reinforcing Aamal's commitment to accountability and ethical conduct.

To further strengthen transparency and accountability, employees are also encouraged to report human rights or ethical concerns through the Employee Reporting Hotline and anonymous email channels.

Transparency and Accountability (GRI 3-3, 2-9, 2-21, 405-1, 405-2)

Aamal's Board of Directors is responsible for overseeing corporate strategy, risk management, and financial performance. The Board consists of experienced professionals who provide strategic direction to support sustainable growth. Regular Board meetings ensure alignment with the Group's long-term objectives, supported by governance principles that reinforce transparency, accountability, and ethical oversight.

Aamal maintains a clear separation between Board of Directors and executive management. H.E. Sheikh Faisal bin Qasim Al Thani, as Chairman, provides strategic oversight and represents shareholder interests, while H.E. Sheikh Mohammad bin Faisal Al Thani, as Vice Chairman and Managing Director, ensures alignment between Board direction and execution. Executive management is led by Mr. Rashid bin Ali Al Mansoori, Chief Executive Officer, and H.E. Sheikh Tamim bin Faisal Al Thani, Deputy CEO, who are responsible for implementing approved strategies and overseeing day-to-day operations. This structure supports effective decision-making, clear accountability, and strong governance discipline (QSE #25).

Over the past three years, the Board has comprised nine members, including one female director and three independent members (QSE #23, QSE #24). Executive management may receive discretionary performance-based incentives, while eligible Board members receive annual performance-related remuneration subject to AGM approval (QSE #29).

Board of Directors (QSE #23, QSE #24)	Unit	2023	2024	2025
Percentage of Board seats taken by women	Number	11%	11%	11%
Percentage of Board seats taken by independent directors	Number	33%	33%	33%

As part of its commitment to transparent stakeholder engagement and sound corporate governance, Aamal held its Annual General Assembly Meeting (AGM) on 9 April 2025. During the meeting, shareholders were provided with comprehensive updates on Aamal Company's financial performance, strategic priorities, and governance matters. The AGM proceedings were formally documented, ensuring accessibility, accountability, and transparency for all stakeholders.

For the financial year ended 31 December 2024, the Board proposed a cash dividend distribution equivalent to 6% of share capital and recommended Board remuneration of QAR 60,000 per member, both of which were approved at the AGM in line with the Corporate Governance Code and the Qatar Commercial Companies Law.

In 2025, the ratio of the CEO's salary and bonus to the median full-time employee salary and bonus stood at 12.16:1 (QSE #27). The ratio of median male salary to median female salary at Aamal's head office was 2.49:1 compared to 3.55:1 in 2024 (QSE #28).

Sustainability at Aamal (Continued)

Business Ethics and Transparency (Continued)

Responsible Growth

Aamal's approach to responsible growth is anchored in maintaining business resilience while pursuing sustainable expansion across its diversified portfolio. The Group focuses on strengthening operational continuity, enhancing efficiency, and enabling data-driven decision-making to support long-term value creation. In parallel, Aamal continues to balance growth initiatives with disciplined risk management, governance oversight, and capital allocation to ensure sustainable performance across market cycles.

Economic Performance and Business Continuity

Aamal adopts a proactive approach to strengthening business resilience through continuous operational improvement and structured risk oversight. In 2025, this included targeted efficiency enhancements and the application of risk management practices across subsidiaries to support operational continuity and stability. Across the Group, Aamal continues to prioritize operational efficiency, data-driven management, and continuous improvement practices, strengthening financial resilience and supporting its broader contribution to Qatar's economic development.

Aamal Cement Industries further advanced operational excellence through continued implementation of Six Sigma and Lean Manufacturing principles across its block plant operations. Building on prior improvements, the use of data analysis, process optimization, and targeted workforce training contributed to higher efficiency and improved productivity outcomes.

Aamal continued to execute its strategic priorities under the oversight of the Board, ensuring alignment with the Group's governance framework. During 2025, the Board supervised the design and implementation of Internal Controls over Financial Reporting (ICOFR), confirming their effectiveness across the Group, while also strengthening internal policies, governance structures, and risk management systems.

Subsidiary Performance and Market Expansion

Building on this governance foundation, Aamal advanced initiatives focused on growth, diversification, and portfolio optimization to enhance competitiveness and long-term value creation. Key developments included the acquisition of Golden Tower (Aamal) by Aamal Real Estate, which consolidated operations, reduced reliance on external leasing, and improved operational efficiency.

The Board also progressed both organic and inorganic expansion initiatives across core sectors. In infrastructure and manufacturing, **Advanced Pipes and Casts Company** expanded operations in Saudi Arabia and secured a contract for precast concrete works for the Jeddah Stadium ahead of the 2030 FIFA World Cup, strengthening Aamal's regional presence. APC also entered the energy sector as a precast solutions provider, supporting QatarEnergy's infrastructure programs and securing additional projects from Ashghal, expanding its role in national infrastructure development.

Further diversification was supported through the establishment of Aamal Energy, a joint venture between Aamal Readymix (60%) and Mohammed Al Barwani Oil Services

Innovation and Strategic Partnerships

Innovation and partnerships further support Aamal's growth strategy by enabling operational advancement and knowledge exchange. City Center Doha continued to invest in innovation in 2025, allocating approximately QAR 1.7 million toward research and development initiatives that advance sustainable products and green building solutions.

Doha Cables served as Gold Sponsor of Gala Qatar 2025, organized by the Institution of Civil Engineers, celebrating engineering achievements in Qatar and providing a platform to connect with industry leaders, government entities, and key stakeholders in support of national infrastructure development.



Company (40%), enabling expansion into oil and energy services. The Board also approved the divestment of Aamal's 51% stake in ECCO Gulf LLC to Majorel Group Luxembourg SA and the sale of Imo Qatar LLC to Frijns Steel Structures Middle East Qatar LLC, aligning the portfolio with strategic priorities.

In addition, the Board continued to support investments in industrial manufacturing to expand production capacity and meet rising demand from Qatar's industrial sector, while also enhancing the real estate portfolio through targeted investments and asset upgrades. Collectively, these initiatives strengthen Aamal's adaptability, competitiveness, and long-term value creation capacity.

Digital Transformation and Data Privacy

Aamal continues to view digital transformation as a strategic priority, supported by oversight from the Board and Executive Management. In 2025, the Board prioritized strengthening Aamal Company's IT infrastructure and advancing the modernization of systems to improve operational efficiency, competitiveness, cybersecurity resilience, and governance transparency.

Aamal progressed key priorities outlined in its 2024 digital transformation roadmap, achieving measurable improvements across core business functions. This included onboarding five additional entities onto the Oracle Fusion platform, further standardizing business processes and strengthening financial governance across the Group. The continued rollout of Oracle Fusion provides management with more reliable, real-time information to support planning, monitoring, and decision-making across the organization. These enhancements have also strengthened transparency, internal controls, and audit readiness through system-driven validations, standardized workflows, and traceable data flows.



Across subsidiaries, digital initiatives continued to support operational efficiency, innovation, and stakeholder engagement. **Doha Cables** supported several key industry and community events during the year, including "AI in Project Management and Engineering", organized by Qatar Green Engineers and Technologists during the Qatar Engineers Summit 2025, reinforcing its commitment to innovation and technical excellence in the engineering sector.

Aamal Trading and Distribution strengthened its digital presence by launching a new corporate website, improving transparency, stakeholder engagement, and access to information on products, services, and operations. This aligns with the Group's broader digitalization strategy, enhancing communication, brand visibility, and secure customer interaction through standardized digital platforms. The Company also completed system implementations for new showrooms, improving operational control, inventory management, and financial tracking.

City Center Doha continued to enhance digital tools for facility management, customer communication, and operational efficiency. These improvements have supported faster response times, more effective service delivery, and improved engagement with tenants and visitors.

Alongside digital transformation, Aamal places strong emphasis on data privacy and information security to support operational continuity, protect sensitive information, and reinforce stakeholder trust across its subsidiaries.

Aamal Trading and Distribution strengthened system security through the implementation of enhanced controls, including role-based access control, ensuring appropriate data access and reinforcing governance.

Ebn Sina Pharmacy and **Ebn Sina Medical** have established comprehensive information security practices to protect data, systems, and users through defined policies and controls that support secure and reliable operations. **Ebn Sina Medical** further formalized information security procedures covering data handling, controlled system access, password management, IT asset management, and incident response processes, supporting a structured approach to managing information security risks.

Aamal remains committed to advancing its digital transformation agenda by leveraging emerging technologies, strengthening data governance frameworks, and enhancing system capabilities to support sustainable growth, operational excellence, and long-term value creation. Together, these initiatives reinforce the Group's commitment to building a resilient and future-ready business.

Appendices



APPENDIX A. QSE ESG Guidance Index

QSE KPI #	ESG Key Performance Indicators	Measurement annual, unless indicated otherwise	QNV Pillar	Location in Report / Comment	Page #
Environmental					
1	Environmental Policy	Does the company publish and follow an environmental policy?	Environment	Yes	10
2	Environmental Impacts	Any legal or regulatory responsibility for an environmental impact?	Environment	No	10
3	Energy Consumption	Total amount of energy usage in MWh or GJ	Environment	Energy and Emissions	11
4	Energy Intensity	Amount of energy used per m3 of space, and per FTE	Environment	Energy and Emissions	11
5	Carbon/GHG Emissions	Total amount of Carbon and Green House Gas emissions in metric tons	Environment	Energy and Emissions	11
6	Primary Energy Source	Specify the primary source of energy used by the company	Environment	Electricity	10
7	Renewable Energy Intensity	Specify the percentage of energy used that is generated from renewable sources	Environment	Energy and Emissions	-
8	Water Management	Total amount of water consumption, and details in respect of recycling if any, in m3	Environment	Water and Waste	12
9	Waste Management	Total amount of waste generated, recycled or reclaimed, by type and weight	Environment	Water and Waste	13
Social					
10	Full Time Employees	Number of full-time employees	Human	Our Workforce	16
11	Employee Benefits	Total amount of employee wages and benefits	Human	Diversity and Equality	16
12	Employee Turnover Rate	Percentage of employee turnover	Human	Our Workforce	17
13	Employee Training Hours	Total number of hours of training for employees divided by the number of employees	Human	Training and Development	19
14	Health	Does the company publish and follow a policy for occupational and global health issues?	Human	Health and Safety	20
15	Injury Rate	Total number of injuries and fatal accidents relative to the number of FTEs	Human	Health and Safety	20
16	Human Rights Policy	Disclosure and adherence to a Human Rights Policy	Social	Business Ethics	28
17	Human Rights Violations	Number of grievances about human rights issues filed, addressed and resolved	Social	Business Ethics	28
18	Child & Forced Labour	Does the company prohibit the use of child or forced labour throughout the supply chain?	Social	Yes	28
19	Women in the Workforce	Percentage of women in the workforce	Social	Diversity and Equality	16,17
20	Qatarization	Percentage of Qatari nationals in the workforce	Human	Diversity and Equality	18

APPENDIX A. QSE ESG Guidance Index (Continued)

QSE KPI #	ESG Key Performance Indicators	Measurement annual, unless indicated otherwise	QNV Pillar	Location in Report / Comment	Page #
21	Community Work	Number of hours spent, and/or other community investments made as a percentage of pre-tax profit	Social	Community Development	23
22	Local Procurement	Percentage of total procurement from local suppliers	Economic	Sustainable Procurement	26
Governance					
23	Board – Diversity	Percentage of Board seats taken by women	Social	Transparency and Accountability	28
24	Board – Independence	Percentage of Board seats taken by independent directors	Social	Transparency and Accountability	28
25	Board – Separation of Powers	Specify whether the CEO is allowed to sit on the Board, act as the Chairman, or lead committees	Social	Transparency and Accountability	28
26	Voting Results	Disclosure of the voting results of the latest AGM	Social	Announced on QSE's website	28
27	CEO Pay Ratio	Ratio of CEO salary and bonus against the median FTE salary and bonus	Social	Transparency and Accountability	28
28	Gender Pay Ratio	Ratio of median male salary to median female salary	Social	Transparency and Accountability	16,28
29	Incentivized Pay	Specify the links between (executive) remuneration and performance targets	Economic	Transparency and Accountability	16,28
30	Ethics Code of Conduct	Does the company publish and follow an Ethics Code of Conduct?	Social	Yes	27
31	Supplier Code of Conduct	Does the company publish and follow a Supplier Code of Conduct?	Social	Yes	25
32	Bribery/Anti-Corruption Code	Does the company publish and follow a Bribery/Anti-Corruption Code?	Social	Yes	27
ESG Reporting Generally					
33	Sustainable Reporting Frameworks	Does the company publish a GRI, CDP, SASB, IIRC or UNGC report?	Social	Yes	-
34	External Assurance	Are the company's ESG disclosures assured by an independent third party?	Social	No	-

APPENDIX B. GRI Index Table

Statement of use	Aamal has reported the information cited in this GRI content index for the period 01.01.2025 – 31.12.2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION / DIRECT ANSWER / LINK
GRI 2: General Disclosures 2021	2-1 Organizational details	About Aamal
	2-2 Entities included in the organization's sustainability reporting	Scope of the Report
	2-3 Reporting period, frequency and contact point	Scope of the Report
	2-4 Restatements of information	NA
	2-5 External assurance	The company does not currently seek external assurance
	2-6 Activities, value chain and other business relationships	About Aamal
	2-7 Employees	Our Workforce, Diversity and Equality
	2-8 Workers who are not employees	Our Workforce, Health and Safety
	2-9 Governance structure and composition	Annual Report - P.70 - 83
	2-10 Nomination and selection of the highest governance body	Annual Report - P.78 - 80
	2-11 Chair of the highest governance body	Annual Report - P.70, Board of Directors
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report - P.72 - 74
	2-13 Delegation of responsibility for managing impacts	Annual Report - P. 80 - 83
	2-15 Conflicts of interest	Transparency and Accountability The Board members provide the Board secretary with an Independence and Conflict of Interest Declaration annually, to declare whether they hold any legally prohibited positions.
	2-17 Collective knowledge of the highest governance body	Annual Report - P. 76 - 77
	2-19 Remuneration policies	Annual Report - P. 78
	2-20 Process to determine remuneration	Annual Report - P. 78
	2-21 Annual total compensation ratio	Financial Statement - 2025
	2-22 Statement on sustainable development strategy	Quote of the CEO
	2-23 Policy commitments	Business Ethics and Transparency
	2-24 Embedding policy commitments	Business Ethics and Transparency
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics and Transparency
	2-27 Compliance with laws and regulations	Business Ethics and Transparency

APPENDIX B. GRI Index Table (Continued)

GRI STANDARD	DISCLOSURE	LOCATION / DIRECT ANSWER / LINK
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability at Aamal
	3-2 List of material topics	Sustainability at Aamal
	3-3 Management of material topics	Sustainability at Aamal
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial Statement - 2025
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community Development
	203-2 Significant indirect economic impacts	Community Development
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable Procurement
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	82 (Ebn Sina Medical's operations)
GRI 207: Tax 2019	207-1 Approach to tax	Annual Report - P.129, 164
	207-2 Tax governance, control, and risk management	Annual Report - P.129, 164
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy and Emissions
	302-3 Energy intensity	Energy and Emissions
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water and Waste
	303-2 Management of water discharge-related impacts	Water and Waste
	303-5 Water consumption	Water and Waste
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Energy and Emissions
	305-2 Energy indirect (Scope 2) GHG emissions	Energy and Emissions
	305-4 GHG emissions intensity	Energy and Emissions
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Water and Waste
	306-2 Management of significant waste-related impacts	Water and Waste
	306-3 Waste generated	Water and Waste
	306-4 Waste diverted from disposal	Water and Waste
	306-5 Waste directed to disposal	Water and Waste
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Procurement

APPENDIX B. GRI Index Table(Continued)

GRI STANDARD	DISCLOSURE	LOCATION / DIRECT ANSWER / LINK
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Our Workforce
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Diversity and Equality
	401-3 Parental leave	Diversity and Equality
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety
	403-5 Worker training on occupational health and safety	Health and Safety
	403-9 Work-related injuries	Health and Safety
	403-10 Work-related ill health	Health and Safety
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training and Development
	404-2 Programs for upgrading employee skills and transition assistance programs	Training and Development
	404-3 Percentage of employees receiving regular performance and career development reviews	Training and Development
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Transparency and Accountability
	405-2 Ratio of basic salary and remuneration of women to men	Transparency and Accountability