



2025 CORPORATE GOVERNANCE REPORT

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1. Introduction

Industries Qatar (hereinafter referred to as "IQ" or "the Company"), a Qatari public shareholding company listed on Qatar Stock Exchange, was incorporated on 19th of April 2003 in accordance with the provisions of its Articles of Association and the Commercial Companies Law promulgated by Law no. 5 of 2002, especially Article 68 thereof. IQ then brought its Articles of Association into conformity with the provisions of the Commercial Companies Law promulgated by Law no. 11 of 2015 as amended by Law no. 8 of 2021, having regard to the peculiar nature of its incorporation.

QatarEnergy, the founder, Special Shareholder and 51% majority shareholder, provides the Company with all the financial and head office services under a service-level agreement. IQ therefore applies some of QatarEnergy's established rules and procedures of QatarEnergy as a service provider. As part of its Board of Directors' efforts aimed at complying with the principles of corporate governance and best practices, IQ management had made an agreement with a consultant to develop a Corporate Governance Framework, which was approved by the Board of Directors at its fourth meeting of 2011 held on 26th of December 2011 and to be reviewed whenever necessary to see that the desired objectives are achieved.

2. Scope of implementation of the governance and compliance with its principles

Out of a firm belief in the importance and necessity of entrenching the principles of good governance that enhance value creation to shareholders, The company has been committed to complying with the provisions of the Governance Code for Companies and Legal Entities Listed on the Main Market issued by the QFMA under Resolution No. (5) of 2016, in alignment with its Articles of Association. With the issuance of the new Governance Code for Listed Companies on 17/08/2025 by the Board of Directors of the Qatar Financial Markets Authority under Resolution No. (5) of 2025, IQ Board—according to the transition period specified in the QFMA's letter dated 27/08/2025 is working to implement the governance provisions contained in the new Code and align its status accordingly to help apply those provisions in a manner consistent with its Articles of Association.

Based on its overall responsibility for the Company's performance, the Board defined the roles and responsibilities of the Board of Directors, Senior Executive Management and Company officials and works to achieve justice and equality among stakeholders by providing a framework that helps guide company management on how to manage and avoid conflicts of interest, prevent discrimination among them and enable them to exercise and enjoy their rights, upholding values of protecting the minority. The Board maintains productive control and risk management, enhances transparency and disclosure and provides information to the stakeholders at the right time and in the manner that enables them to make sound decisions and do their business effectively.

Moreover, the Board of Directors upholds the values of corporate social responsibility, puts the interest of the Company and its stakeholders ahead of any other interest, carries out its roles and responsibilities in good faith, integrity, honor and sincerity and takes the responsibility arising therefrom to the stakeholders and community.

The Board of Directors always endeavor that an organizational framework, that is consistent with the legal and institutional framework of the listed companies and in line with its Articles of Association, is in place at the Company level. This is achieved through a process of reviewing and updating governance applications, as and when required. In addition, the Board of Directors endeavors to maintain a Code of Conduct that reflects the values and business ethics held by the Company in a way that enhances the establishment of the principals of transparency, upholding the values of self-control and integrity and acknowledging responsibility.

In addition, as the head office service provider, QatarEnergy aims that its concerned staff are made aware of and trained on risk management, self-control and professional code of conduct, anti-bribery and corruption, conflict of interest and information classification and security, among others to achieve the goals of governance requirements.

Taking into account the provisions of Governance Code issued by QFMA, the Company is keen to comply with the provisions of the Governance Code and adjust its official documents to enable the application of those provisions and in line with the Company's AOA..

3. Board of Directors

3-1 Board Structure

Industries Qatar was established by QatarEnergy, a Qatari state-owned public corporation established by Decree Law no. 10 of 1974, as a parent company of a group of companies that have been operating for decades in strategic and critical sectors - petrochemicals, fertilizers, steel - to enhance and manage a major component of the economic diversification of the value-added chain in Qatar, and to help achieve this goal by managing a group of sustainable value-added companies in their sectors, which in turn contributes to the industrial development in Qatar, while playing a major role in the development of the relevant sectors.

In addition, Qatari nationals were given investment opportunity, as Industries Qatar went public and listed on Qatar Stock Exchange by QatarEnergy to share the generated profits with them, ensuring they get the maximum benefit. Also, the IPO price was lower than the fair estimate of the share value. All shareholders receive annual dividends in proportion to their shareholdings.

Recognizing the peculiar nature of IQ's activities and incorporation, the Company's strategic position as one of the main pillars of Qatar's economy, and the role assigned to Qatar Energy, whose frameworks go beyond the commercial and financial aspect to focus on political or economic strategies that affect the public interest, it was important to support the management of state assets and production facilities in a manner that ensures sustainability and creates value for the Company's shareholders, that QatarEnergy, the founder of the Company, retains special privileges, including the Special Share. These special privileges are provided for in article no. 77 of the Commercial Companies Law promulgated by Law no. 5 of 2002 at that time, which are still in effect as part of the provisions of the Commercial Companies Law promulgated by Law no. 11 of 2015 as amended by Law no. 8 of 2021. In addition, article no.152 states that the Company's Articles of Association may provide for the determination of some privileges for a class of shares, provided that the shares of the same class are equal in rights, advantages and restrictions. The rights, advantages, or restrictions relating to a class of shares may not be amended except by a decision of the extraordinary general assembly, and with the approval of two-thirds of the holders of the class of shares to which the amendment relates. The controls and conditions of preferred shares and the rules and procedures for converting them into ordinary shares and their redemption by the company shall be issued by a decision from the Minister of Commerce and Industry.

IQ, as one of QatarEnergy's subsidiaries, is an integral part of QatarEnergy's integrated operations chain, which begins with oil and gas extraction, continues through processing, and ends with the supply of feedstock and fuel gas to downstream industries, all within a comprehensive annual production plan. This system relies precisely on the assumptions of annual supply and demand within the local production and consumption network. Any disruption to this arrangement would cause serious harm to the state's strategic interests, in addition to hindering production processes and the delivery of products to consumers in the local market.

It is also worth noting that IQ is located within QatarEnergy's concession area and is committed to applying QatarEnergy's standards, particularly regarding security and safety, as well as adhering to environmental, social, and governance (ESG) sustainability agendas. Furthermore, the company relies heavily on the services provided in the industrial zones, which are indispensable and cannot be replaced.

This vital interdependence clearly demonstrates the extent of the interconnectedness of operations among QatarEnergy's strategic sectors and underscores the shared and aligned interests that achieve the highest possible benefit for all these sectors.

In this context and due to many reasons that show how closely the Company's financial and operational performance is connected to QatarEnergy, and the need to maintain aligned strategy and vision, QatarEnergy, the Special Shareholder, had to reserve the right to appoint seven members of the Company's Board Directors who are sufficiently qualified and experienced to perform their duties effectively in the best interest of the Company and work towards achieving its goals and objectives. The reasons are summarized as follows:

- o QatarEnergy is the founder, Special Shareholder and 51% majority shareholder.
- o The contractual obligations on QatarEnergy set out in the agreements signed with foreign partners in the subsidiaries, which were the basis for the establishment of the Company and transfer of QatarEnergy's stakes in the subsidiaries to Industries Qatar.
- o Industries Qatar's subsidiaries/joint ventures depend on QatarEnergy for supply of feedstock and infrastructure.
- o Industries Qatar's subsidiaries/joint ventures depend on QatarEnergy for technical, technological and marketing support for group's activities.
- o QatarEnergy provides the Company with all financial and head office services under a comprehensive service-level agreement. These services are provided as and when requested to support the operations of Industries Qatar.

Based on the above, the Board, in accordance with the Company's amended Articles of Associations, consists of up to eight (8) Directors, seven (7) of whom are appointed by the Special Shareholder, provided that the Chairman and Vice Chairman are amongst them. One (1) Director is appointed by the General Retirement and Social Insurance Authority.

The Special Shareholder, QatarEnergy, appoints seven (7) Directors, given the peculiar nature of the Company's incorporation and activity as noted earlier, while the eighth Director is appointed by the General Retirement and Social Insurance Authority. The composition of the Board of Directors and allocating a seat to the General Retirement and Social Insurance Authority came as part of QatarEnergy's endeavor to ensure participation of the General Retirement and Social Insurance Authority, as the second largest shareholder in IQ, through the appointment of one (1) Director.

The amendment to the composition of the Board of Directors was presented to and approved by the Company's Extraordinary General Assembly held on 13th of September 2020. The new composition of the Board of Directors came into effect as from the new term of office that commenced on 1st of March 2021, the date on which the General Assembly held its meeting to approve the financial statements for the financial year ended 31st of December 2020.

Moreover, the Extraordinary General Assembly approved the addition of Article 22-3 which reads as follows: "In the event that the total ownership percentage of the Civil Pension Fund and Military Pension Fund (of the General Retirement and Social Insurance Authority) in the Company's share capital falls below 15% (without prior approval of the Special Shareholder), the seat of the General Retirement and Social Insurance Authority on the Board and the right to appoint a Director to occupy such a seat shall be vested to the Special Shareholder."

Except for those matters required by the Company's Articles of Association to be decided by the shareholders, the Board of Directors of the Company shall enjoy the widest powers necessary for working towards achieving the objects of the Company. The Board may delegate any such power to any one or more of the Directors.



3-2 Board Composition

Directors are appointed for renewable terms of three (3) years or such shorter periods (being no less than one (1) year). Pursuant to QatarEnergy's resolution no. 6 of 2024 passed on 22nd of April 2024, IQ Board of Directors was reconstituted in accordance with Article no. 22 of the Company's Articles of Association for three years (Contrary to requirements of QFMA Governance Code). Accordingly, the appointment of seven (7) Directors was renewed by QatarEnergy with effect from 5th of March 2024 and while the eighth member is appointed by the General Retirement and Social Insurance Authority.

In accordance with the definition of the Independent Director in QFMA Governance Code, IQ Non-Executive Directors are Non-Independents, as they are representatives of a legal person that owns more than 10% of the Company's share capital. Therefore, the Board is composed of one (1) Executive Director and seven (7) Non-Executive Non-Independent Directors as described in the Appendix on the Bios of Board Directors.

In accordance with the composition of the Board and its roles and responsibilities provided for in Board Charter, Manual of Authority and Company's Articles of Association, no one or more of Directors may have control over passing resolutions. Resolutions of the Board shall be passed by a simple majority of those Directors present and entitled to vote at the relevant meeting of the Board, each Director present having one vote.

QatarEnergy appoints only qualified Board Directors who are sufficiently experienced to perform their duties effectively that enables the board to collectively possesses the necessary knowledge and experience for all company activities, including strategic planning, governance, risk management, internal control, and other areas, ultimately serving the company's best interests and achieving its goals and objectives. Further, newly appointed Board members are guided, educated and oriented on the Companies activities, its performance, organizational structure including the Board and sub Committees, members duties & responsibilities etc., through an induction program. In addition, QatarEnergy enables that all of its representatives in group companies attend appropriate training and awareness programs so that group companies' boards of directors enhance their effective contribution and achieve the highest levels of performance and adopt the best governance practices.

The Company will disclose in a timely manner regarding the formation of the Board of Directors or any change therein. (Directors' bios are included in the appendix to this report).

3-3 Key roles and responsibilities of the Board

The Board has overall responsibility for the performance of the company including establishments of objectives, policies, strategies, organizational structure, risk management framework governance framework and corporate values. The board is also responsible for overseeing the sound implementation of these, in addition to overseeing of the performance of executive management. The board assumes professional and legal responsibility towards Company shareholders and all stakeholders, embodied in the duties of trust, loyalty, objectivity, and dedication to contributing to the achievement of the company's objectives and protecting the rights of shareholders and stakeholders.

Considering this, the company's board of directors has prepared, within the governance framework, a charter for its board in accordance with recognized governance practices. This is in recognition of its role as one of the most important pillars of governance and its application at the company level. The Board of Directors is accountable to shareholders for exercising due care and diligence in managing the Company establishing the principles of good governance in a way that serves the interests of the Company, its shareholders and stakeholders and the public interest. The roles and responsibilities of the Board and the duties which must be performed by Directors are detailed in the Charter, which is reviewed and amended following any relevant new changes made by regulators. In addition, the Governance Framework developed by the Board contains the job descriptions of all Board Directors according to their classification and the positions they may have in any Board Committee. The Framework also contains the job description of the Board Secretary.

As part of the Company's Board of Directors' efforts aimed at determining Board roles and responsibilities, Industries Qatar, based on the approval of the Company's Extraordinary General Assembly meeting held on the 3rd of March 2022, amended article no. 28 "Directors' Responsibilities and Liabilities" of its Articles of Association to read as follows: "The Board shall prepare a Charter called "Board Charter" detailing the Board's functions, and rights, duties and responsibilities of the Chairman and Directors. The roles and responsibilities of the Board are defined in accordance with the provisions of the Law and the Governance Code for Listed Companies issued by Qatar Financial Markets Authority."

In accordance with Board Charter, which is available on the Company's website, the Board, among other responsibilities, provides strategic guidance in line with the Company's vision and mission through approving the Company's strategic directions, main objectives and business plans and supervising their implementation. It also develops and supervises proper internal control systems and risk management, appoints the Company's Senior Executive Management and approves the succession planning concerning the management. It establishes mechanisms for dealing and cooperating with providers of financial services, financial analysis, credit rating and other service providers, supervises the appropriateness of internal control systems for risk management, conducts periodic review of the Company's internal control procedures mainly through the Board Audit Committee.

The Board of Directors of Industries Qatar in accordance with its Articles of Association is keen to establish a corporate governance framework consistent with the provisions of QFMA Governance Code and oversees all aspects of the framework, monitors its effectiveness, makes amendments as required and to review the Company's policies and procedures with the aim of complying with the relevant laws, and regulations.

The Board may delegate some of its functions or authorities to Board Committees or Special Committees. Special Committees are constituted to undertake specific tasks under written and clear instructions. In accordance with the Company's Manual of Authority, the Board shall determine the authorities it may delegate to the executive management and the procedures for decision-making. The Board may also determine the matters that it retains the right to decide on. In all cases, the Board remains liable for all of its functions or authorities so delegated.

In addition, under IQ internal regulations, including Board Charter stipulates that the Board oversees the Company's adherence to its Articles of Association and the applicable laws and regulations, including QFMA regulations. Also, the Board may not act or make transactions that do not comply with the relevant laws and regulations, and that such actions or transactions must be approved by the relevant authorities, including the Company's General Assembly.

In accordance with the Company's AoA, all Directors shall be jointly and individually liable for any fraudulent act, abuse of power, negligent errors in management or violations of the Articles or Law.

3-4 Board Chairman

The Chairman is primarily responsible for the proper management of the Company in an effective and productive manner, making available for Board Directors all data and information in a timely manner. The Corporate Governance Framework includes the Chairman's job description (roles and responsibilities). As described in detail within the Governance Framework, these roles and responsibilities, whether strategic, operational or administrative, are well aligned with the Chairman's main objective of providing the strategic guidance to IQ, protecting shareholders' rights and support in achieving the Company's vision and strategic objectives in a profitable and sustainable way.

In accordance with the Company's Articles of Association, the Chairman shall represent the Company towards Third Parties. The Vice Chairman shall substitute for the Chairman in his absence.

As part of its efforts to be in compliance with the provisions of the Commercial Companies Law as amended by Law no. 8 of 2021, Industries Qatar, based on the approval of the Company's Extraordinary General Assembly meeting held on the 3rd of March 2022, amended article no. 42 "Role of Chairman and Deputy Chairman" of its Articles of Association to read as follows: "The Chairman shall represent the Company towards Third Parties and Judiciary, and his signature shall be regarded by Third Parties and Judiciary as indicating approval by the Board of any transaction to which it relates. The Chairman shall implement the resolutions passed by the Board and abide by the recommendations thereof. The Chairman may delegate some of his powers to other Directors or members of the senior executive management. The delegation shall be of definite period and subject. The Deputy Chairman (if any) shall substitute for the Chairman in his absence. Board meetings and General Assembly meetings shall be chaired by the Chairman, or in his absence the Deputy Chairman (if any), or in the absence of both of them any other Director appointed by the Directors to act as the Chairman."

The Chairman is not a member of any Board Committee referred to in QFMA Governance Code. IQ Chairman acts (Contrary to the requirements of the QFMA Governance Code) as the Company's Managing Director. Industries Qatar is the parent of a group of companies that operate in different sectors. Therefore, the nature of the business at the Company level does not include any executive functions. Consequently the Company's management sees no reason to separate the positions of the Chairman and the Managing Director. However, the main purpose of separating the two positions is taken into consideration as follows:

- No one person in the Company should have unfettered powers or influence on decision making at the time of developing the Company's Manual of Authority and the relevant regulations.
- The Chairman in his capacity as the Chairman or Managing Director is not a member in any of the Board Committees or Special Committees, and at the same time the committees' Manuals of Authority and Terms of Reference are developed that contributes to the effective performance of their work, members of the Committees are properly selected, and that committees' Manuals of Authority and Terms of Reference are in line with best practices of governance.
- The roles and responsibilities of the Chairman are separated from those of the rest of Board Directors and members of the Company's executive management.

3-5 Board Directors

Directors are eager to exercising due care, utilizing their diverse skills and experience in managing the Company and complying with the relevant regulations and laws, including Board Charter and the Code of Ethics, and to work in accordance with the ethical principles of integrity, respect, objectivity, accountability, excellence, sustainability and confidentiality in a way that contributes to upholding the interests of the Company, its shareholders and other stakeholders to be priority before any other interest. In accordance with the Company's Articles of Association and Conflict of Interest Policy, Directors shall declare any financial and commercial relationships and lawsuits that may adversely affect the performance of their assigned duties and responsibilities.



Furthermore, the members of the Board of Directors have disclosed that there are no financial or commercial relationships or lawsuits during the year 2025 that would negatively affect the performance of the tasks and functions assigned to them, and there are no positions occupied by relatives up to the second degree of either the members of the Board of Directors or the senior executive management of the company, personally or in their capacity.

3-6 Board meetings

The Board of Directors convenes for the conduct of business, adjourn and otherwise regulates its meetings as it thinks fit. In accordance with Article no. 31-1 of the Company's Articles of Association, the Board shall meet at least six (6) times during the Company's fiscal year, and a three-month period may not lapse without a meeting of Board. Board meeting shall not be valid unless attended by the majority of Directors thereof, provided that the Chairman or the Vice Chairman is amongst them. In accordance with the Company's amended Articles of Association, the Board fulfilled the minimum required number of meetings (6 meetings) during 2025. The dates of Board meetings are as follows:

Physical meeting/ resolution via circulation	Date	Physical meeting/ resolution via circulation	Date
1	02/02/2025	5	08/07/2025
2	06/03/2025	6	11/08/2025
3	26/03/2025	7	28/10/2025
4	30/04/2025	8	10/12/2025

In accordance with Board Charter and the Company's Articles of Association, all Board meetings are convened by a notice from the Chairman or, in his absence, the Vice Chairman (if any), or any two Directors or such other Director as is duly authorized by the Chairman. Meeting agenda and invitations are given to every Director not less than seven (7) days prior to the date set for the meeting. A meeting of the Board shall, with a notice of less than seven (7) days, be deemed to have been appropriately convened in the absence of any objection by Directors and as agreed by those Directors to attend.

Industries Qatar, based on the approval of the Company's Extraordinary General Assembly meeting held on the 3rd of March 2022, amended article no. 36 "Business Not on Agenda" of its Articles of Association to read as follows: "No resolution may be proposed to the Board at a meeting unless the matter is on the agenda for that meeting or at least two (2) Directors (or the proxy of such Directors) agree to a request by a Director that one or more items may be added to the agenda."



In accordance with the Company's Articles of Association, an absent Director may appoint in writing a Director to represent him in attendance and voting, provided that no Director may represent more than one Director. The office of a Director shall be vacated by such Director if he absents himself from three (3) consecutive or four (4) non-consecutive Board meetings without an excuse being accepted by the Board.

To enable full participation of all Directors in Board meetings, Director has the right to use any secure technological means of communications to enable him to hear and actively participate in discussing Board agenda items and passing resolutions. A participating Director in such a manner shall be considered as personally present at the meeting and counted in the quorum and shall be entitled to vote. Board secretary records the attendance of the Board members and none of the members were absent for the meetings held during the year for an unacceptable reason.

3-7 Board resolutions

In accordance with the Company's Articles of Association and internal regulations, Board resolutions shall be passed by a simple majority of those Directors present and entitled to vote at the relevant meeting of the Board, each Director present having one vote. In the event of a tie, the Chairman shall have a casting vote. The Board shall keep minutes of all resolutions and proceedings of Board meetings and those absent from and attending such meetings. The Chairman, Secretary and all attendants shall sign on the minutes. Any objecting Director shall enter his objection in the minutes of meeting.

As for circular resolutions in writing, the Board of Directors may, in case of necessity and on urgency grounds, pass resolutions in writing by circulation subject to written approval on such resolutions by all Directors. The resolution shall be deemed in force and effective for all purposes as if it was adopted at a duly called meeting of the Board. In all cases, the resolution in writing shall be submitted at the next meeting of the Board, to be included in the minutes of the meeting.

3-8 Board Secretary

In accordance with the Company's Articles of Association, the Board or the Special Shareholder may take a decision to appoint a Board Secretary for such period and on such terms as it may decide and may revoke such appointment. The Board shall decide on the duties of the Company's Secretary and on the scope of his/her authority and his/her annual remuneration.

The detailed roles and responsibilities of the Board Secretary are included in the Board of Directors Job Descriptions within the Corporate Governance Framework. These roles and responsibilities are aligned with the main objective of providing comprehensive administration and support services to the Board of Directors. The Secretary keeps safe Board documents and coordinates among Board Directors in a timely and appropriate manner.

The Secretary, in accordance with Board Charter and his/her job description, is responsible for arranging the logistics of the meetings, taking and recording the minutes of Board meetings and resolutions along with the names of the members present and absent, maintaining and safekeeping of Board documentation, minutes of meetings, resolutions and correspondence and distributing of Board meeting agendas, invitations, other required documentation, full coordination among Directors, the Board and relevant stakeholders, enabling Directors to have quick access to all the Company's documents, as well as its information and data. He/she is also responsible for keeping official forms, correspondence, official documents, lists of names of Board Directors and their membership, and fulfilling other official requirements. In addition, he/she provides orientation material and scheduling orientation sessions for new Board Directors.

The current Board Secretary has a legal experience that spans more than 19 years. In addition, the Secretary has long expertise in the affairs of a listed company.

The Secretary may, as he/she deems appropriate and upon approval of the Chairman, delegate to a representative any of his/her duties, powers or discretionary authorities. However, the representative shall not have the right to delegate such duties, powers and authorities to another person.

3- 9 Board Committees

As part of implementing governance, the Board of Directors established some Board Committees and Special Committees delegated with some powers and authorities to carry out specific tasks and conduct Company's business. The Board of Directors remains liable for all the powers and authorities so delegated. Board Chairman is not a member of any Board Committee or Special Committee. The Board also reviews and assesses the performance of the committees on an annual basis.

Board Committees are as follows:

3-9-1 Audit Committee

The audit committee is one of the mandatory committees that the Board must form and ensure its independence. The Board Audit Committee (BAC) was constituted pursuant to Board resolution no. 7 of the fourth meeting of IQ Board of Directors of 2011. The current BAC was formed by virtue of resolutions no. 3 of 2018, and no.1 of 2024. The BAC currently consists of 3 members, including a Board Director as Chairman, having the required experience necessary to effectively perform their duties and exercise all authorities and powers vested in or exercisable by the Committee. Committee Chairman is not a Chairman or a member of any other Committee.

According to the definition of the independent member in QFMA Governance Code, the composition of the BAC does not include independent members (Contrary to the requirement of QFMA Governance Code), as they are members of the Board of Directors appointed by the special and majority shareholder (owning 51%).

The Corporate Governance Framework, which was developed in line with Governance requirements and industry-standard best governance practices, contains BAC Terms of Reference. Committee responsibilities include financial aspects, external and internal audits, internal controls, compliance, risk management and any other aspect within the competence and mandate of the Committee.

BAC reports periodically to the Board of Directors on its activities, issues and raises recommendations, particularly with regard to the review and endorsement of the quarterly, half-year and year-end financial statements, as well as internal and external audit reports, internal control system and risk management.

During its meetings of 2025, Committee considered several matters and resolved the following:

1. Approve the External Auditor's (KPMG) report on the consolidated and standalone financial statements for the financial year ended 31st of December 2024.
2. Review and endorse the consolidated and standalone financial statements for the financial year ended 31st of December 2024 and present the executive summary report.
3. Approval of additional services within the scope of the contract with the external auditor and related fees.
4. Endorse 2024 Corporate Governance Report.
5. Review and endorse the consolidated financial statements for the financial period ended 31st of March 2025.
6. Review and endorse the consolidated financial statements for the financial period ended 30th of June 2025.
7. Review and endorse the consolidated financial statements for the financial period ended 30th of September 2025 and present the executive summary report.
8. Review the schedule of the Audit Committee's activities for closing the fiscal year ending on 31st December 2025.
9. Conduct annual self-assessment of Committee performance.
10. Reviewing the latest developments in the internal audit activities of the group companies, including the 2025 audits and the proposed internal audit plan for the year 2025-2029. Updates on observations from previous audits and corrective actions taken were also reviewed.
11. Endorse the appointment of the external auditor (KPMG) for the year to perform non-external audit services, namely expressing an opinion on Industries Qatar share buyback and its impact on liquidity and core business.

In accordance with Committee's Terms of Reference, the meeting of the Committee shall be valid only in the presence of the Committee Chairman and a majority of its members. Minutes of meeting shall be prepared by the Secretary of the Committee for each meeting and signed by all members and representatives present at the meeting. During 2025, the audit committee met 6 times and none of the members were absent for the meetings held.

The Board Audit Committee currently consists of three members. The table below shows the current members of the Board Audit Committee:

Name	Position	Remarks
Mr. Abdulaziz Mohammed Al-Mannai	Chairman	Non-Independent
Mr. Abdulla Ahmad Al-Hussaini	Member	Non-Independent
Mr. Bader Mubarak N Al-Khalifa	Member	Non-Independent

All BAC members are IQ Board Directors, with the exception of Mr. Bader Mubarak N Al-Khalifa who serves as QatarEnergy's Corporate Manager - Internal Audit. Mr. Bader Mubarak N Al-Khalifa has long and extensive experience and knowledge necessary to perform his duties and exercise all authorities and powers vested in or possessed by the Committee in an effective manner.

3-9-2 Remuneration Committee

The Remuneration Committee is one of the mandatory committees that the Board must form. The Company had established a Remuneration Committee pursuant to Board resolution no. 1 of 2018. Committee has been reconstituted pursuant to Board resolution no. 4 of 2022. It currently consists of three members, including a Board Director as Chairman, having the required experience to efficiently perform their duties and exercise all authorities and powers vested in or exercisable by the Committee. Committee Chairman is not a Chairman of any other Board Committee, and the BAC Chairman is not a member of the Remuneration Committee.

Committee's Terms of Reference were developed in line with Governance requirements and the industry-standard best corporate governance practices. Committee responsibilities include outlining the general policy for granting remunerations on an annual basis, taking into consideration the requirements of relevant regulators. Committee sets the foundations for granting remunerations and allowances to Board Directors and the Senior Executive Management and submits proposals on the remunerations of the subsidiaries/joint ventures' Boards of Directors.

In determining the proposed remuneration, Committee takes into account the duties and responsibilities of Board Directors and members of the Senior Executive Management, the Company's performance and benchmarks with the best practices of the similar companies listed on Qatar Stock Exchange. In addition, Committee reviews the self-assessment of Board Directors, which includes a comprehensive analysis of Board performance and related proposals, taking into consideration many factors that align with the long-term interests of the Company's shareholders and meet their expectations. Committee reports to the Board of Directors on its activities, issues and raises recommendations.

The Committee's mandate does not include responsibilities related to Board of Directors nominations (Contrary to the requirements of the Governance code), as the Board of Directors of Industries Qatar, according to its Articles of Association consists of eight (8) members, seven (7) of whom are appointed by the Special shareholder, including the Chairman and Vice Chairman, while one (1) member is appointed by the General Retirement and Social Insurance Authority. The special shareholder, QatarEnergy, has the right to appoint the seven members by virtue of the previously explained (in Section 3-1 of this report) peculiar nature of the company's incorporation and its activities.

In 2025, Committee held a meeting on 29/01/2025, during which it considered several matters and resolved the following:

1. Review self-assessment of Board Directors for the financial year ending 31st December 2024 – Directors made positive assessments at various levels, such as independence, objectivity, knowledge and experience, teamwork, leadership, goals, contributions, participation and inputs. Directors also discussed several proposals to enhance Board performance.

2. Propose the remuneration of Board Directors for the financial year ended 31st of December 2024.
3. Review the proposed remunerations of the subsidiaries/joint ventures' Boards of Directors, ensuring that remunerations are determined based on the operational and financial performance of the subsidiaries in a way that enables a fair estimate of the remunerations proposed for any of them and the synchronization of their methodology.

In accordance with Committee's Terms of Reference, the meeting of the Committee shall be valid only in the presence of the Chairman of the Committee and a majority of its members. Minutes of meeting shall be prepared for each meeting and signed by all members and representatives present at the meeting. Prior to Board meeting for reviewing the year-end financial statements, Committee shall meet to make recommendation on the proposed remuneration of Board Directors that should be presented to and approved by the Annual General Assembly.

Remuneration of Board of Directors

The Company developed a periodically revisited remuneration and allowance policy for Board Directors. The policy has fixed component for Board Directorship and attending meetings and a variable component (remuneration) based on the performance of the Company and the extent to which it achieves its medium- and long-term objectives, provided that the total of both components - in any case - should not exceed the maximum "ceiling" amount determined by the policy as approved by QatarEnergy. The main principles of this policy are included in the Corporate Governance Framework. In accordance with the Company's Articles of Association, the proposed remuneration of Directors shall be presented to and approved by the General Assembly.



As part of its efforts to be in compliance with the provisions of the Commercial Companies Law as amended by Law no. 8 of 2021, Industries Qatar, based on the approval of the Company's Extraordinary General Assembly meeting held on the 3rd of March 2022, amended article no. 45 "Remuneration of Directors" of its Articles of Association to read as follows: "The Directors shall be paid such remuneration as may be determined by applicable Law and regulations, subject to approval by a resolution of the General Assembly. Directors may receive a lump sum in the event that the Company does not make any profits, subject to the approval of the Company's General Assembly."

In its remuneration policy, the Company complies with the limits provided for in Article no. 119 of the Commercial Companies Law promulgated by Law no. 11 of 2015 as well as the letter received from QFMA dated 11/6/2023 regarding the method of determining the compensation for the members of the board of directors, that such remuneration does not exceed (5%) of the net profit after deducting reserves, legal deductions and distributing dividends of not less than (5%) of the Company's paid-up capital.

The Remuneration Committee met on 29/01/2025 to consider the proposed remuneration for the Board members for the fiscal year ending 31/12/2024, which are as follows:

Title	Amount (QAR)
Chairman	1,500,000
Vice-Chairman	1,250,000
Members	1,000,000

A recommended remuneration of QR 8,750,000 for all Board Directors was presented to and approved by the General Assembly held on 25th of February 2025. No remuneration or allowances are paid for membership or attendance at meetings of the Board's committees. There are no in-kind or cash benefits provided to any of the Board members nor there are any Cash loans, letters of credit or guarantees provided by the Company to the Chairman, members of the Board, or members of the Senior Executive Management during the financial year.

Remuneration of senior management

All financial, administrative and head office services are provided by resources from QatarEnergy under a service-level agreement. Accordingly, Company's Managing Director, who represents the executive management of Industries Qatar, has his salary determined and approved by the Company's Board of Directors.

The remuneration committee currently has three members, and the following is the current composition of the committee:

Name	Position	Remarks
Mr. Abdulla Ahmad Al-Hussaini	Chairman	Non Independent
Mr. Abdulrahman Al-Suwaidi	Member	Non Independent
Mr. Abdulla Yaqoob Al-Hay	Member	Non Independent

All Committee members are IQ Board Directors, with the exception of Mr. Al-Hay who serves as Manager of the Privatized Companies Affairs Department, QatarEnergy. Mr. Al-Hay has long and extensive experience required to properly contribute to the performance of his duties and effective exercise of the Committee powers.

3-10 Assessment of Board Performance

The Board of Directors conducts an annual self-assessment of its performance and the performance of all its sub-committees as part of its objective to good governance fulfilling its obligations, enhancing productivity and sharing experience. The assessment takes into account several factors including long-term interests of the shareholders and meeting their expectations as follows:

1. Independence and impartiality in presenting views and ideas while avoiding conflicts of interest.
2. Directors' knowledge and experience that are relevant to the Company's activity.

3. Commitment, participation and team working at the Board and its committees.
4. The role of the Board and the extent to which it achieves the objectives set, including the outcome of the business and the achievement of the Company's strategy.
5. Communication between the Board on the one side and its committees and the executive management of the Company on the other side.
6. Decision-making mechanisms and the accuracy and adequacy of the required information.
7. Providing constructive opinions, suggestions and recommendations and ideas in the best interest of the Company.

The Remuneration Committee, at its first meeting of 2025 held on 29/01/2025, reviewed the self-assessments of Board Directors for the financial year ended 31st of December 2024. Directors made positive assessments at various levels, such as independence, objectivity, knowledge and experience, teamwork, leadership, goals, contributions, participation and inputs. They also discussed several proposals to enhance Board performance at the level of strategic objectives such as sustainability, operational excellence, efficiency of the operational structure, and others. Assessment results were then presented to the Company's Board of Directors at its first meeting of 2025 held on 2nd of February 2025.

In its first meeting of 2026, the Remuneration Committee will review 2025 Board self-assessment in light of the evaluation criteria stipulated in the Governance Code and will make recommendations in this regard as part of its report to the meeting of the Board of Directors.

During 2025, the Board was keen to perform the tasks and dispense business decisions within its authorities as provided for in the Board Charter. Directors had no grievances or complaints. All proposals were discussed during Board meetings and necessary relevant actions were taken, whether corrective or reinforcing. The Board always strives to fulfill its obligations and duties effectively and efficiently.

4. Company's control system

Internal control is an integrated system of policies and procedures established by management that aim for an efficient and effective achievement of company objectives, protect its assets, enhance the accuracy and reliability of financial data, and contribute compliance with internal and external laws and regulations. To that end, the board reviews the existence of a suitable and effective internal control framework is in place, including defined policies and responsibilities, ongoing oversight and monitoring, risk assessment, and fostering a culture of control and compliance. The audit committee also reviews its effectiveness and adequacy.

To achieve this, the Company adopted an internal control system that includes the development of internal controls over financial reporting, policies and operating procedures for risk management, internal and external audit, monitoring Company's compliance with the relevant regulations, while promoting self-control, responsibility and accountability.

To endeavor that best standards are applied in developing internal control systems and in accordance with the decision of the Board Audit Committee, a benchmarking study of the components of the Company's internal control system against the internationally recognized COSO Internal Control – Integrated Framework (2013) was conducted to adopt COSO Framework as a benchmark. COSO Internal Control – Integrated Framework (2013) consists of inter-related components, including control environment, risk assessment, control activities, information, communications and monitoring.

Internal control is an integral part of IQ's corporate governance, which involves the Board, Board Audit Committee, Senior Executive Management and employees at all organizational levels. This includes methods and processes designed to support:

1. Safeguard IQ's assets.
2. reliability and correctness of financial reporting.
3. compliance with applicable legislation and guidelines.
4. achievement of objectives and continuous improvement of operational efficiency.

The objective for IQ's financial reporting is to be in line with the highest professional standards and to be full, fair, accurate, punctual and understandable.

Moreover, having a benchmark framework, such as COSO Framework, will enable the management to establish and maintain an internal control system. The External Auditor can also use it as a benchmark framework to perform their duties in accordance with QFMA Governance Code in particular with regard to the assessment of the appropriateness and effectiveness of internal control systems implemented in the Company.

Therefore, Industries Qatar should conduct the following:

1. Establish and maintain adequate and effective internal controls over financial reporting to mitigate the risk of significant misstatements.
2. Evaluate and assess the adequacy and effectiveness of the internal controls over financial reporting to mitigate the risk of significant misstatements.

To achieve this, the Company's internal controls over financial reporting were assessed based on the Company's 2024 standalone financial statements. A top-down approach was used in designing and testing of the Company's framework wherein it begins at the financial statement level and with the understanding of the overall risks to internal controls over financial reporting.

Business risks were assessed using the Company's 2024 standalone financial statements. The risk assessment, which involved application of "Materiality" on IQ's 2024 standalone financial statements (considering the qualitative and quantitative factors) based on the inputs of the External Auditor and the best practices, was made to determine the significant accounts, disclosures, their relevant assertions and applicable business processes within the Company for controls identification, evaluation and testing.

This approach directs attention to accounts, disclosures, and assertions that present a reasonable possibility of material misstatement to the financial statements and related disclosures. The next activity involves understanding of the risks in the Company's processes relevant to the identified significant accounts, disclosures and assertions based on risk assessment and testing those controls that sufficiently address the assessed risk of misstatement to each relevant assertion. This process can be detailed as follows:

Risk assessment

1. Identifying and assessing the risks of material misstatement in the financial statements.
2. Determining materiality (considering the qualitative and quantitative factors), external audit input, and other factors relating to the determination of material weaknesses.
3. Identifying classes of transactions, significant account balances, disclosures, their relevant assertions and applicable business processes based on determined materiality. The financial statement assertions include existence or occurrence, completeness, valuation or allocation, rights and obligations and disclosures.

Perform walkthrough

Following the risk assessment, the relevant internal controls which mitigate the risk of material misstatements for applicable business processes are identified through walkthroughs by reviewing the established policies and procedures, enquiries with management and process owners and understanding the flow of transactions.

These internal controls are grouped as follows:

1. Entity Level Controls (ELCs) – present across the Company and include measures taken by management to equip staff to adequately manage risks through raising awareness, providing appropriate knowledge and tools as well as developing skills.
2. Information Technology General Controls (ITGCs) - The ITGC (applicable IT applications and infrastructure relevant to identified business process) on Company's general IT infrastructure and systems.
3. Business Process Controls - both manual and automated, are embedded in business processes applicable to financial transactions. These controls may change over time due to changes in the Company's business processes.

A walkthrough involves following a transaction from origination through the Company's processes, including information systems, until it is reflected in the Company's financial records, using the same documents and information technology that Company personnel use.

Walkthrough procedures usually include a combination of inquiry, observation, and inspection of relevant documentation.



Test of internal controls

Following the risk assessment and controls identification, a control testing is conducted on each of the identified controls to assess if they are designed adequately and operating effectively. Control testing encompasses three components: test of design effectiveness, test of operating effectiveness, and ongoing monitoring.

Test of Design Effectiveness

Testing the design effectiveness of controls involves determining whether the Company's controls, if they are operated as prescribed by persons possessing the necessary authority and competence to perform the control effectively, contribute to meeting the Company's control objectives and helps prevent or detect errors or fraud that could result in material misstatements in the financial statements. This will conclude if the Company has an adequate system of internal controls over financial reporting.

Testing the design includes a mix of inquiry of appropriate personnel, observation of the Company's operations, and inspection of relevant documentation.

Test of Operating effectiveness

Testing the operating effectiveness of controls involves obtaining evidence about whether the control is operating as designed throughout the relevant financial reporting period. For each control selected for testing operating effectiveness, the evidence necessary to conclude that the control is effective depends upon the risk associated with the control which is assessed based on factors such as nature and materiality of misstatement the control is intended to prevent, history of errors, frequency with which control operates, effectiveness of entity level controls, competency of personnel performing the control, nature of control i.e., automated or manual.

Evaluating identified deficiencies

A 'deficiency' in internal control over financial reporting exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis.

Evaluation of the severity of each control deficiency should be made to determine whether the deficiencies, individually or in combination, are significant deficiencies or material weaknesses as of the balance sheet date.

The Company's management recognizes that a significant deficiency or weakness in internal controls over financial reporting increases the possibility that a misstatement in the Company's annual or interim financial statements will not be prevented or detected on a timely basis, which is important enough to merit attention of those charged with management and governance.

A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met.

A deficiency in operating effectiveness exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Remediation Testing

The Company strives that any issues or deficiencies either relating to design or operative effectiveness of specific controls are remediated. Once a new control is in place or remediated, it should be given enough time for its operations to validate the control's operating effectiveness. The amount of time that a control should be in place and operating effectively depends on the nature of the control and how frequently it operates.

Based on its assessment of the Company's current internal controls over financial reporting and Testing of Design and Operating Effectiveness, the management believes that the Company has developed an appropriate internal control framework that works to fulfill the requirements of the internal control over financial reporting. Moreover, the management considers the developed framework as appropriate to form the basis for compliance with the requirements of Qatar Financial Markets Authority in this regard.

The following are the main elements of the Company's internal control framework:

4-1 Risk management

As a service provider under a service-level agreement, QatarEnergy' established risk management rules and regulations are applied. However, the Board of Directors endeavors to maintain an appropriate risk management framework at Company level, as risk management is an integral part of company governance, which the shareholders expect from the Board of Directors.

This framework aims to establish an integrated process for continuous risk management, starting from risk identification, assessment, measurement, management to monitoring as follows:

- Risk identification and assessment involve identifying and assessing all risks facing the Company. Risks are classified into four main categories: strategic, operational, financial and compliance related. For each risk, there must be measures to address it effectively, as well as a set of indicators to monitor changes in the overall risk structure and landscape. Risks are simulated in several scenarios in order to develop proper remedies and assess their cumulative impact on the performance of the Company.
- Risks are then measured based on the impact and possibility of their occurrence.
- Risks are managed with the possibility that their level is increased, decreased or maintained in a manner consistent with the determined level of risk accepted by the Company. During treatment, the Company takes into consideration that risks have a life cycle, i.e., before, during and after the occurrence. The Company also works to provide protection, and prepare regulations, operational procedures and controls that are in line with best practices to minimize and mitigate related risks.
- Risks are then monitored to endeavor that any related problems are quickly identified and properly addressed.

4-2 Audit

4-2-1 Internal Audit

The Audit Committee approved in its resolution no. (3) of 2024 the proposal for the Internal Audit department of QatarEnergy to undertake the company's auditing tasks and activities as an "internal auditor" instead of outsourcing.

The scope of the Internal Auditor includes conducting risk assessment, at the Company, subsidiaries and joint ventures levels, draw up appropriate audit plan, obtain BAC approval, conduct audit in accordance with the approved audit plan, submit their periodic reports to the BAC and follow up on the implementation of the outstanding observations and related corrective action plans.

The Internal Auditor has access to all business functions and all data are provided as and when requested. The Internal Auditor verifies control systems, financial oversight and risk management, reviews the development of risk factors at the Company and the appropriateness and effectiveness of the applicable systems to address the related risks. The Internal Auditor also verifies the extent to which the Company applies internal control systems and complying with the relevant laws and regulations, including Company's compliance with the rules and provisions that govern listing and disclosure to the stock market.

The internal audit reports are prepared by the Internal Auditor at the Company, subsidiaries and joint ventures level according to the approved audit plan and in line with the international auditing standards. All reports and recommendations are presented quarterly by the Internal Auditor to the BAC and subsequently submitted to the Company's Board of Directors as part of the BAC periodic report. The report generally includes assessment results of risks and applied systems at the Company, control and risk management procedures, updates on audit work and related results and an assessment of the Company's performance as to applying the internal controls and how this contributes to compliance with the regulations set by the regulators, a follow up and the current status of the executive management' plans of corrective actions to address any weaknesses in the internal controls and any other tasks as recommended by the Audit Committee. The executive management receives a copy of the report to take the necessary corrective actions as instructed by the Board Audit Committee.

In 2025, the Internal Auditors conducted 4 audits at the Company and its Subsidiaries & Joint ventures. The internal audit plans, which are based on risk assessment, generally cover areas across these entities, covering main operations (production & operations, process safety, health, safety and environment, maintenance, asset integrity, inventory & warehouse, engineering management, lab operations, etc.) and support functions (finance and accounts, human resources, information technology, HSE, administration, procurement, supply chain, materials management, corporate governance, risk management, corporate strategic planning and performance management, investments and project management, data and records management, cost allocation, public & investor relations, management reporting etc.)

4-2-2 External Audit

The External Auditor provides assurance that the financial statements were properly and fairly prepared in accordance with IFRS Accounting Standards, as per the requirements of International Standards on Auditing (ISAs)f. They report on observations made on significant financial issues and implemented financial controls. Taking into account the requirements of QFMA Governance Code, the scope of work of the External Auditor includes assessment of the adequacy and effectiveness of internal control systems implemented in the Company, including internal controls over financial reporting, the Company's compliance with its Articles of Associations and the provisions of the Law and QFMA's relevant legislations, including the provisions of QFMA Governance Code.

As part of its efforts to be in compliance with the provisions of the Commercial Companies Law as amended by Law no. 8 of 2021, Industries Qatar, based on the approval of the Company's Extraordinary General Assembly meeting held on the 3rd of March 2022, amended article no. 58 "Auditors" of its Articles of Association to read as follows: "The Auditors of the Company, who shall be a reputable internationally recognized firm of independent accountants registered to do business in the state of Qatar, shall be recommended by the Board and appointed annually for a term of one (1) year by the General Assembly. Auditors may not be appointed for more than three (3) consecutive terms unless otherwise decided by the General Assembly. The Board shall provide the Auditors with all information reasonably required by them to compile their reports within two (2) months of the Company's Financial Year end. The Auditors shall have full access to the Company's books and records. The Auditors shall provide a report on the Company's accounts prior to the relevant meetings of the Board and the General Assembly in accordance with applicable rules and regulations. The Auditors shall attend the Annual General Assembly (to be convened within four (4) months of the Company's year-end), and give their report in relation to the accounts of the Company laid before such Annual General Assembly."

The Board Audit Committee examines and evaluates offers received from external auditors registered in QFMA external auditors' list. Accordingly, the Committee makes its recommendation to the Board on the appointment of the External Auditor. Once approved by the Board, the recommendation shall be included in the agenda of the Company's General Assembly. The General Assembly appoints the External Auditor for one year, renewable for a similar period or other similar periods up to a maximum of five consecutive years.



The agreement between the Company and the External Auditor provides that the External Auditor's employees are required to strictly maintain confidentiality.

During the year 2023 the Company issued a tender to provide external audit services for the company and its group companies. The Committee in its first meeting of 2024, after reviewing the procedures for issuing the tender and conducting the relevant evaluations, approved the appointment of one of the external auditors as the Company's external auditor for a period of five years (2024-2028) (subject to the approval of the General Assembly each year) from financial year ending December 31, 2024.

Accordingly, the Company's General Assembly, at its meeting for 2023 held on 25th of February 2025, approved the appointment of M/S KPMG Qatar branch as the Company's External Auditor for 2025 for an annual fee of QR 299,000 inclusive of the external audit work and additional work of ICoFR and corporate governance assessment as instructed by QFMA, as well as the Company's compliance with QFMA Governance Code. In addition the following was approved:

- Additional fees for the external auditor for 2024 amounting to QAR 18,250 for the interim profit report, in accordance with the requirements of the Qatar Financial Markets Authority.
- Additional fees for the external auditor for 2024 amounting to QAR 100,000 for accounting and valuation services related to the end of term of the joint venture agreement for one of the subsidiaries.

During 2025, the External Auditor M/S KPMG Qatar Branch attended the meeting of the Company's General Assembly for the financial year ended 31st of December 2024 held on 25th of February 2025, and submitted their independent assurance report on: (a) the audit of consolidated financial statements, (b) Board of Directors' report on the design, implementation and operating effectiveness of internal control over financial reporting, (c) Board of Directors' statement on compliance with the applicable Qatar Financial Markets Authority laws and relevant legislations, including the Governance Code for Companies and Legal Entities Listed on the Main Market.

As for the financial year ended 31st of December 2025 External auditor provided certain non-audit services which are required by applicable regulations. The External Auditor, KPMG Qatar will attend the Company's General Assembly meeting for the financial year 2025 to be held on 10 March 2026, and will submit the independent assurance report to the Company's shareholders on:



- A. Audit of the consolidated financial statements. In their opinion, the External Auditor pointed out that the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended as issued by International Accounting Standards Board (IFRS – Accounting Standards).
- B. Board of Directors' description of the processes and internal controls and assessment of the suitability of the Design, Implementation and Operating Effectiveness of Internal Control over Financial Reporting. In their opinion, based on the results of our reasonable assurance procedures, the Board of Directors' ICOFR Statement as of 31 December 2025 that the controls were properly designed and implemented and operated effectively in accordance with the COSO framework is, in all material respects, fairly stated. They draw attention to the fact that the Company's ICOFR Statement relates only to the Company on a standalone basis, and does not relate to the Company, its subsidiaries, associates and joint ventures as a whole, based on the exceptions as provided by the Qatar Financial Market Authority. Their conclusion is not modified in respect of this matter.
- C. Report on Company's Compliance with its Articles of Association and the provisions of the Qatar Financial Markets Authority relevant legislations including the Corporate Governance Code for Companies & Legal Entities Listed on the Main Market. In their opinion, based the procedures they performed and evidence obtained, nothing has come to their attention that causes them to believe that the Board of Directors' Corporate Governance Statement as at 31 December 2025 is not, in all material respects, fairly stated in accordance with the criteria described in their report.

The External Auditor's full independent reports mentioned above, which include external auditors and Board responsibilities, inherent limitations, scope and its determinants, criteria, results and the basis for conclusion/opinion, were published as part of the Company's annual report available on the Company's website (www.iq.com.qa).

4-3 Compliance

IQ Board of Directors aim to maintain full compliance with all applicable regulations, and in accordance with its Articles of Association including QFMA requirements for listed companies. The Board also places importance to the development and implementation of governance structure based on best practices, standards and regulatory governance requirements and in line with the uniqueness of its establishment.

Areas of differences with particular provisions of QFMA Code, including the reasons for any such differences, were highlighted in this report. These reasons are attributed to the unique nature of the company's establishment. The Company makes every effort to be in compliance with the provisions of the applicable decisions of the QFMA, including those pertaining to the Governance Code.

The main responsibility of the Compliance Section is to assist the Board of Directors, Board Audit Committee and the Company's management to comply with governance rules, and to manage and monitor risks by working on existence of relevant policies and procedures to protect the Company, as a listed entity, against exposure to non-compliance risks.

The Compliance Section continuously monitors changes to governance regulations and best practices, and works to keep Company Management constantly informed on any changes to governance practices / regulations.

As and when the Company is required to update its governance structure due to new changes to corporate governance regulations and leading practices, Compliance Officers prepare and submit proposals on governance framework changes to the Board for approval.

To this end, a company's governance framework is currently under review to compliance with the provisions of the governance system issued by the Authority, as well as other relevant applicable decisions and regulations.

A mechanism is also being developed to review the Company's compliance and strengthen its self-assessment process for risk management. The mechanism generally aims to achieve the following:

- Provide a reasonable assurance of the Company's compliance with the relevant applicable laws and regulations.
- Detect cases of non-compliance, whether accidental or intentional.
- Take the necessary disciplinary actions in accordance with the Company's regulations in cases of noncompliant behavior.

- Take the necessary corrective actions to address the consequences of noncompliance.
- Develop proposals to avoid non-compliance in the future.

At subsidiaries/joint ventures level, which are not the main focus of this report, each and every company of IQ group companies/joint ventures is fully aware of the importance of establishing the principles of good governance, including transparency, accountability and responsibility to support efforts geared towards achieving strategic goals and objectives, financial stability and integrity, and thus enhancing operational excellence.

Each company, in accordance with the agreements under which it was established with other partners, is managed independently by a Board of Directors having the necessary powers to manage and exercise its duties in full accordance with its fiduciary responsibility, contributing to the protection of all shareholders' rights of different classes.

Each company also has its own systems and internal controls, including risk management systems, which are overseen by its Board of Directors, Board committees and other relevant executive committees, such as audit committees, institutional risk management committees, governance and compliance committees, process safety management (PSM) committees, social responsibility committees, health, safety, security and environment (HSSE) committees, tender committees, HR and Qatarization committees, information technology (IT) & cyber security committees and steering committees for projects and major turnarounds, contributing positively to creating a control environment in line with the best standards and practices.

The Company's Board of Directors ensures that the financial and operational performance of its group companies is periodically discussed, and conducts comparative analysis of the external risk factors such as prices and sales volumes etc. In addition, Industries Qatar appoints only qualified and eligible Directors – its representatives to subsidiaries/joint ventures – who have sufficient experience and knowledge to enable them to perform their duties effectively in the best interest of the subsidiary/joint venture and dedicated to achieving its goals and objectives. Upon appointment, a Director shall be fully responsible to the group company, in which he holds a seat on its Board, and shall be held accountable for his decisions to Industries Qatar as a shareholder in the meeting of the General Assembly, thereby increasing the level of independence from the appointee and non-interference in the management.

5. Disclosure and Transparency

5-1 Disclosure

The Company endeavors to complying with disclosure requirements, including A) financial reports and notes thereto as disclosed to the regulators, published in the local newspapers and posted on the Company's website (www.iq.com.qa), B) number of shares owned by the Chairman, Board Directors and members of the Senior Executive Management, and C) major shareholders or controlling shareholders of the Company. The Company is also keen to disclose information on the Chairman, Directors, Board Committees, Chairman and Directors' qualifications and experience as noted from their bios, and whether any of them is a member of the Board of Directors of other listed company, a member of its Senior Executive Management or its Board committees.

On the other hand, the company discloses the extent of its compliance with the rules and conditions governing disclosure and listing on the market, including the disclosure of material information and whether there is any dispute or litigation in which the company is a party, including arbitration and lawsuits. During 2025, no penalties were imposed on the Company as a result of violations committed during the year, including violations and sanctions imposed because of non-compliance with the implementation of any of principals or provisions of QFMA Governance Code. In addition, there were no settlements of any actual, pending, or threatened litigation during this period against the Company, and that there are no unasserted claims and assessments to be probable of assertion.

Disclosure is made in accordance with specific procedures approved by the Company's management. These procedures include ways of dealing with rumors by proving false or true, and how to clearly disclose in writing in a manner that is consistent with QFMA relevant legislations.

As part of the Company's dedication to transparency and constructive engagement with the internal and external stakeholders, providing them with informative summaries of its businesses from the perspective of governance, economic, social, and environmental aspects, the Company issues its sustainability reports which summarizes and presents these aspects at a consolidated level for the Group. Through the sustainability report, the Company is provided the opportunity to enlighten its stakeholders about the Group's journey with sustainability, while emphasizing its philosophy on sustainability that is focused on operating at highest standards of safety, preserving the environment, and promoting economic growth with community well-being.

The Board takes appropriate measures to ensure that all disclosures are made in accordance with the instructions and rules of the relevant regulatory authorities, and that accurate and non-misleading information with the required quality and quantity is provided to all shareholders in an equitable manner to enable them to take informed decisions.

5-2 Conflict of Interest and upholding the interest of the Company

The members of the Board of Directors and the senior executive management are bound by a duty of loyalty and devotion to the company, and by the necessity of making every effort to avoid entering into transactions that may lead to a conflict of interest and that neither they nor any of their associates obtain preferential terms.

The Board of Directors recognizes that the risk of conflict of interest may arise from a member of the Board or executive management being a "related party," or from employees, service providers, and any other interested party having access to company information. To that end, the company has adopted a conflict of interest policy within its governance framework, aiming to identify such cases as clearly as possible and prevent a loss of objectivity by adhering to appropriate and trustworthy professional conduct and establishing principles of transparency, fairness, and disclosure.

Furthermore, the Board is keen to enable the independence of members' decisions when evaluating transactions and agreements in which Board members or officers have interests or which may result in a conflict of interest. Members are required to disclose any conflict of interest, if any, in company transactions or agreements through annual conflict of interest declarations submitted by each member and reviewed by the Board.

In general, a Related Party shall avoid any situation that may involve or result in actual or potential conflict of interest. In all cases, all related decisions must serve the interests of the Company.

Moreover, Directors and employees / service providers understand that all information related to Industries Qatar, its subsidiaries/joint ventures and customers is confidential for internal purposes only. Using this information for personal, family or any other purpose is considered unethical and illegal conduct.

5-2-1 Related Party Transaction

The Company developed a policy on Related Party transactions in its Corporate Governance Framework. This policy takes into consideration the following:

- Review of these transactions, if any, by the Board Audit Committee and the Board of Directors to comply with relevant regulations.
- Transactions with, or for the benefit of, any Related Party are on terms and conditions that are acceptable and within safe and sound practices and fulfil the adequacy condition of the required documents and the appropriate levels of the approving authority.
- Transparent process, when applicable, is in place with adequate disclosure of Related Party transactions to shareholders.
- Price in a manner consistent with the recognized market practices, or on an appropriate basis, being arms-length.
- Adequate documentation, and such documentation may take the form of, for example, a services agreement, sale and purchase agreement, loan agreement etc., as appropriate, and that the terms and conditions contained therein are consistent with market practices.

The Board endeavors to compliance with QFMA Governance Code principals for the disclosure of any dealing and transaction the Company enters into with any "Related Party", in which such Related Party has an interest that may conflict with the Company's interest. In all cases, details of transaction with Related Parties is disclosed in the notes to the Company's consolidated financial statements, which are published in the local newspapers and posted on the Company's website.

In all cases, Board of Directors endeavor that, all relationships held by the Company with others must serve the Company's interest, as well as all transactions shall be made according to market prices and on arm's length basis and shall not involve terms that are contrary to the Company's interest. During 2025, Related Party transactions at the Company level (on a stand-alone basis) included:

- Annual expenses paid to QatarEnergy for providing the Company with all financial and head office services under a service-level agreement.
- Income tax amounts received from subsidiaries/joint ventures and other related associates.
- Annual dividends approved by the subsidiaries/joint ventures' General Assemblies.
- Foreign exchange transactions made between Industries Qatar and its subsidiaries/joint ventures/related entities as part of managing cash and working capital needs.
- Remuneration for senior management including members of the Board of Directors. .
- Investment in Qatar Vinyl Company's polyvinyl chloride (PVC) project.

For further details on the related party transactions entered into by the company, please refer to the notes to the financial statements for the fiscal year ended 31/12/2025.

5-2-2 Disclosure of share trading

The Company adopted rules, controls and procedures, that contribute to limiting the potential misuse of material data and information and to regulate insider trading in the company's shares.

. These procedures and rules take into account the definition of the insider, whether permanently due to holding a position in the Company, or temporarily as a result of carrying out specific tasks for the Company. This insider has access to material information about the Company that could have a positive or negative impact on the investment decisions that can be taken by those who trade Company's share at Qatar Stock Exchange.

The Company updates Edaa with the details of the insiders, including Board Members and members of the Company's executive management to prohibit their trading according to the applicable rules, and to disclose their trading of the Company's shares on Qatar Stock Exchange.

In general, insiders are not allowed to benefit directly or indirectly from the use of inside information that has not yet been disclosed. Trading Company's shares on the basis of inside information, regardless of trade size, is a serious violation of the Company's ethical standards and policies. In addition, the insider may not assist others to trade the Company's shares by improperly disclosing inside information.

In light of the decision of the Board of Directors of the Qatar Financial Markets Authority No. (2) of 2024 regarding the issuance of controls for insider trading, the company has prepared a complete framework for insider controls in accordance with the aforementioned Authority decision with a purpose to comply with it, and it is being reviewed with all relevant parties, especially its legal aspects.

6. Stakeholder rights

6-1 Equal rights of shareholders

Shareholders are equal and have all the rights arising from share ownership in accordance with the provisions of the Law, regulations and relevant decisions.

The Company's Articles of Associations and internal regulations provide for the procedures needed for all shareholders to exercise their rights, particularly the rights to receive the determined dividends, attend the General Assembly and participate in its deliberations and vote on decisions, as well as the right to access information and request it with no harm to the Company's interests.

As approved by the Extraordinary General Assembly held on 4th of March 2018, the Company amended its Articles of Association by adding a provision on shareholder's right to sell shares as follows:

"Should a Shareholder or a group of shareholders reach an agreement to sell Shares in the Company equal to or exceeding fifty percent (50%) of the Company's market capitalization, such agreement shall not be enforceable unless an offer is extended to the remaining shareholders to exercise, at such shareholders' discretion, their Tag-Along Right."

As part of its efforts to be in compliance with the provisions of the Commercial Companies Law as amended by Law no. 8 of 2021, Industries Qatar, based on the approval of the Company's Extraordinary General Assembly meeting held on the 3rd of March 2022, amended article no. 13 "Rights Attaching to Shares" of its Articles of Association to read as follows: "Shareholders holding shares of the same class are equal and have all the rights, privileges and restrictions arising from share ownership. Each Share shall, except the Special Share, give its holder equal rights in the Company's assets and Shareholder distributions as well as rights to vote on a one-share- one-vote basis. The rights of the holders of Shares (other than the Special Share) are subject to the rights of the holder of the Special Share as set out in these Articles."

6-2 Register of shareholders

The register of shareholders is managed in accordance with Qatar Stock Exchange applicable rules and procedures. The register of shareholders is kept and updated by Edaa. Under the agreement between Industries Qatar and Edaa, the latter undertakes the tasks of registering, maintaining and depositing of securities, clearing and settlement, entering dealings in securities, whether purchase, sale, transfer of ownership, registration or pledging in the respective registers.



6-3 Shareholder rights to access information

The Company's Articles of Association and internal regulations provide for the procedures to be followed by shareholders for accessing information allowed to be disclosed to enable them to exercise their full rights without prejudice to other shareholders' rights or adversely affect the interests of the Company.

The Board of Directors and the Company's employees are making continuous efforts to establish constructive relationship and maintain communication with shareholders and investors enabling them to make appropriate investment decisions by:

- (a) fair and transparent disclosure of the Company's information both in quality and quantity in accordance with applicable laws and regulations.
- (b) Publishing a quarterly analytical report that includes details and analysis of the Company's financial and operational performance.
- (c) Publishing a presentation and holding a quarterly virtual earning call.
- (d) Dedicating a professional team to meet shareholders and discuss their inquiries regarding the company's financial and operating performance.
- (e) Attending events and conferences.
- (f) Updating the Company's website (www.iq.com.qa) in line with the modern display techniques to better serve the shareholders of the Company and all related parties. The website contains a dedicated section for investor relations through which all information subject to regular and immediate release, including, financial reports, press releases and corporate governance reports and their requirements.
- (g) Making and maintaining strong partnerships with newspapers and other media.



Qatar Stock Exchange and Qatar Financial Markets Authority are provided with the details of the contact person. Further, an email account (iq@qp.com.qa) is dedicated for receiving inquiries or questions from the Company's shareholders. The Company also seeks views and consider assessments and suggestions from the institutional and individual shareholders, with whom it maintains regular communication.

The representatives of the Company strive to see that all information provided to shareholders / investors is of the class that is allowed to be disclosed to the public. Providing confidential information or favoring a shareholder more than another is strictly prohibited.

Industries Qatar, based on the approval of the Company's Extraordinary General Assembly meeting held on the 3rd of March 2022, amended article no. 61 "Access to Books of Account" of its Articles of Association to read as follows: "The books of account of the Company shall be kept at its head office. Subject to such confidentiality and such other restrictions as the Board may from time to time agree, the Shareholders and their respective auditors and the Directors shall have full access to such books of account and all information that enable them to exercise their full rights without prejudice to other shareholders' rights or harm the Company's interest, provided; however, that prior to undertaking any review of the Company's books or records, the Shareholders shall first use their best efforts to obtain the information sought to be obtained from such review by making inquiry of the Company's Auditors."

6-4 Shareholder rights to General Assembly

6-4-1 Attendance and invitation

The Annual General Assembly considers and approves the Board of Directors' report on the Company's activity and financial performance during the financial year, External Auditor's report, Company's financial statements, governance report, Board's recommendation on dividend distributions, absolving Directors from their liability and approving their remuneration, and appointing the External Auditor and approving their fees.

As part of its efforts to be in compliance with the provisions of the Commercial Companies Law as amended by Law no. 8 of 2021, Industries Qatar, taking into account the instructions made by QFMA on regulating shareholders' rights to the Company's General Assembly meeting held on the 3rd of March 2022, amended the following articles of its Articles of Association:

- a) **Article no. 47 "Annual General Assembly" now reads as follows:** "A General Assembly shall be convened by the Board and held at least once every year (at a date and venue determined by the Board and notified to the Ministry of Commerce & Industry), within four (4) months of the end of the Financial Year ("Annual General Assembly"). The procedures to be followed for convening and conducting each Annual General Assembly shall be those set forth in these Articles.
- b) **Article no. 49 "Place of General Assembly Meetings" now reads as follows:** "All meetings of the General Assembly shall be held in Qatar. The meetings of the General Assembly may be held by means of modern technology in accordance with the controls set by the Ministry of Commerce and Industry."
- c) **Article no. 50 "Notice of General Assembly" now reads as follows:** "A General Assembly shall be convened by a notice from (and shall be chaired by) the Chairman or, in his absence, the Deputy Chairman (if any) or such other Director as may have been authorized to do so by the Chairman. A notice to attend the meeting of the General Assembly shall be electronically made to all shareholders on the websites of Qatar Exchange and the Company and shall be published in a Qatari daily newspaper published in Arabic or otherwise by any other means of notification before not less than twenty-one (21) days prior to the proposed date of the General Assembly."
- d) **Article no. 51 "Requisition of General assembly" now reads as follows:** "A Shareholder or Shareholders together holding at least (10%) of the Company's share capital may require that a General Assembly be convened. Shareholders representing at least (25%) of the Company's share capital may require that an Extraordinary General Assembly be convened in accordance with the provisions of the Law and the regulations in this regard."

e) Article no. 53 “Right to Attend and Vote” now reads as follows:

“Each Shareholder (including minors and interdicted persons), whose name is entered in the Shareholders Register at the end of trading session on the day on which the General Assembly is convened and who is present in person or duly represented by proxy, shall be entitled to attend the General Assembly, participate in deliberations and raise questions to Directors who shall respond to the questions to the extent that this does not harm the interest of the Company. A shareholder may refer to the General Assembly if they believe the response to their question is not sufficient. Shareholder shall have the right to vote on such matters on the meeting agenda. Such Shareholder shall have one vote for each Share held.”

In accordance with the Company’s AoA, any shareholder in the capacity of a Company may authorize any person to represent him at the general meeting (in such form as the Board may approve) and the person so authorized shall be entitled to exercise the same powers on behalf of the shareholder he represents as that shareholder is entitled to exercise in his own name. On the other hand, any Shareholder may authorize another Shareholder, who is not a Director, to act in his place at any General Assembly meeting (in such form as the Board may approve). This person so authorized by proxy shall be entitled to exercise the same powers on behalf of the Shareholder he represents. A Shareholder may act as proxy to one or more Shareholders, provided that such Shareholder shall not own more than (5%) of the Company’ share capital.

6-4-2 Effective Participation

The Company saves no effort to aim that shareholders have the opportunity to participate effectively, vote in General Assembly meetings and be well informed of the rules, including voting procedures, which govern general shareholder meetings. In achieving this, the Company:

- Provides the shareholders with sufficient information in quality and quantity on the date, location and agenda of the general meetings, as well as complete and timely information regarding the matters to be discussed at the meeting to enable them to make a decision. This is achieved through announcing the meeting agenda in the local newspapers and posting it on the Company’s own website. It also communicates the agenda to Qatar Stock Exchange for announcement on its website.
- Enables shareholders to directly pose questions to the Board Directors, place items (if any) on the agenda of the meeting, and to propose or object to resolutions, subject to the procedures established by law and applicable regulations in this regard.
- Provides a mechanism through which shareholders can attend and vote in person or in proxy. Equal effect should be given to votes whether cast in person or in proxy.

In accordance with the Company’s Articles of Association, shareholder may object to any resolution deemed for the interest or harm of a certain group of shareholders; or brings personal benefits for Directors or others without regard to the Company’s interests. Shareholder is entitled to enter such objection into the record of the meeting and to invalidate the objected resolution without prejudice to the provisions of the Articles of Association in this regard.

As for the financial year ended 31st of December 2024, the Company's Ordinary and Extraordinary General Assembly meetings were held on 25th of February 2025.

As for the financial year ended 31st of December 2025, the following agenda of the Company's Ordinary General Assembly meeting will be considered:

1. Listen to Chairman's message for the financial year ended 31st of December 2025.
2. Listen and approve Board of Directors' Report on IQ's operations and financial performance for the financial year ended 31st of December 2025.
3. Listen and approve External Auditor's Report on IQ's consolidated financial statements for the financial year ended 31st of December 2025.
4. Approve IQ' consolidated financial statements for the financial year ended 31st of December 2025.
5. Approve 2025 Corporate Governance Report.
6. Approve Board recommendation for a dividend of QR 0.71 per share for 2025, representing 71% of the nominal share value.
7. Absolve the Directors of the Board from liability for the financial year ended 31st of December 2025 and approve their remuneration.
8. Appoint Company's External Auditor for the financial year ending 31st of December 2026 and approve their fees.

6-4-3 Election of Board Directors

IQ Board of Directors, in accordance with the Company's amended Articles of Association, consists of eight (8) Directors, seven (7) of whom are appointed by the Special Shareholder, provided that the Chairman and Vice Chairman are amongst them. One (1) Director is appointed by the General Retirement and Social Insurance Authority. Accordingly, the Company's AoA make no explicit provisions on the election of Directors and the procedures for nomination, disclosure of candidates, voting and appointment.

The aforementioned composition of IQ Board of Directors is in accordance with the resolutions of the Company's Extraordinary General Assembly meeting held on 13th of September 2020 and came into effect as from the new term of office that commenced on 1st of March 2021, the date on which the General Assembly held its meeting to approve the financial statements for the financial year ended 31st of December 2020.

QatarEnergy appoints only qualified and eligible Board Directors who are sufficiently experienced and knowledge that contributes to performing their duties effectively in the best interest of the Company and dedicated to achieving its goals and objectives. QatarEnergy makes timely disclosure of any and all decisions on the composition of the Board of Directors or any change thereto.

6-4-4 Dividend distribution

In accordance with the provisions of the Company's Articles of Association amended by the resolution of the Extraordinary General Assembly held on 28th of February 2017 and pursuant to the resolution of the Extraordinary General Assembly held on 4th of March 2018 and without prejudice to the Company's ability to fulfill its obligations towards third parties and pursuant to a resolution by the General Assembly, dividends of not less than five (5%) percent of the net profits of the Company after deducting legal deductions shall be distributed to registered shareholders at the end of trading session on the day on which the General Assembly is convened, provided that dividends shall not exceed the amount recommended by the Board.

The main lines of the dividend distribution policy included in the Company's Corporate Governance Framework are explained in the attachments to the meeting agenda of the Company's General Assembly. In general, the dividend policy requires the Company to strive to balance shareholders' expectations with its operational and investment needs. This is achieved through investigating the following factors before a recommendation on the dividend distribution could be presented to the General Assembly:

- **Cash flow constraints:** It is not obligatory on IQ to distribute full profit to the shareholders. IQ shall keep sufficient cash for its operational requirements before dividend distribution.
- **Lenders Constraints:** IQ shall satisfy the financial requirement of lenders, if any.
- **Legal constraints:** Any legal reserves shall be reserved before distributing the dividend.

- **Future investment plan:** IQ investment plans shall be considered and sufficient cash shall be retained before dividend distribution unless it has been decided to fund the investment through additional share capital or bank financing.

The proposed annual dividend is subject to the final approval of the General Assembly.

However, according to the new dividend distribution regulations for the listed companies issued by the decision of the Board of Directors of the Qatar Financial Markets Authority No. (7) for the year 2023 issued on 15th November 2023 and subsequent amendments issued by the Board of Directors of the Qatar Financial Markets Authority Decision No. (5) of 2024 issued on 04/07/2024, Edaa is mandated to undertake the distribution of cash dividends and bonus shares determined to be distributed to shareholders by the General Assembly or by the Board of Directors, in accordance with these regulations, on behalf of all companies. The entitlement to bonus shares or cash dividends which are decided to be distributed to the shareholders who owns shares shall be at the end of the trading session on the day of the General Assembly meeting. While the due date in the event that a decision is issued by the Board of Directors to distribute interim dividends during the fiscal year in accordance with the provisions of Article (20) of these controls is the seventh business day from the date of issuance of the Board's decision.

As for the resolution of the Company's General Assembly passed in 2025 for the financial year ended 31st of December 2024, the Assembly approved Board recommendation for a dividend of QR 0.74 per share for 2024, representing 74% of the nominal share value.

In light of Qatar Energy's orientations and its keenness to enhance the benefits accruing to shareholders in companies listed on the Qatar Stock Exchange, which will positively reflect on the national economy, as well as enhance investor confidence in the operational performance of companies listed on the Qatar Stock Exchange, the strength of their financial position, and their ability to achieve cash flows, Qatar Energy has decided, pursuant to its announcement dated 30th June 2024, to support the trend of distributing interim semi-annual dividends in companies in which it has shares and which are listed on the Qatar Stock Exchange, in accordance with the relevant procedures and systems to achieve that purpose.

Based on this, Industries Qatar disclosed on 07th August 2025 its financial statements for the six-month period ending on 30th June 2025, and also disclosed the approval of the company's Board of Directors to distribute interim cash dividends of 0.26 Qatari riyals per share, representing 26% of the nominal value of the share, to the Company's shareholders as of the end of the trading session on Tuesday 17th August 2025. It was noted that Edaa has assumed the tasks of distributing interim dividends in accordance with the applicable rules and regulations.

As for the financial year ended 31st of December 2025, the Board of Directors' recommendation for a dividend payment of QR 0.71 per share for 2024, representing 71% of the nominal value of share will be presented at the Company's General Assembly meeting that will be held on 10th of March 2026, after making the necessary relevant adjustments related to the interim dividends that were distributed during the year.

6-5 Conducting Major Transactions

The Company is keen to treat all shareholders equitably. Shareholders of each class of shares are equal and have all the rights arising from the share ownership in accordance with the provisions of the relevant law, regulations and decisions. The Company ensures that minority shareholders are protected against abusive actions by, or in the interest of, controlling shareholders acting either directly or indirectly.

Therefore, the Company endeavors that all shareholders are equitably treated at the General Assembly meeting, and that voting process is facilitated without prejudice to the provisions of its AoA.

In accordance with the Company's Articles of Associations, shareholders in general and Minorities in particular may, in the event that the Company conducts Major Transactions that might harm their interests or prejudice the ownership of the Company's share capital, object and enter such objection into the record of the meeting and to invalidate the objected transaction without prejudice to the provisions of the Articles in this regard.

The Company's capital structure is disclosed in the financial statements and herein. Additionally, Qatar Stock Exchange discloses the Company's major shareholders on its website.

With the exception of some selected entities identified in the Company's Articles of Association, no person or entity, shall hold either directly or indirectly (or be beneficially entitled to) shares of a nominal value exceeding 2% of the Company's share capital. The maximum ownership of the company's share capital is 2%. Edaa, the entity entrusted with managing the register of the Company's shareholders, ensures that this maximum ownership limit is maintained.

Industries Qatar, based on the approval of the Company's Extraordinary General Assembly meeting held on 3rd of March 2022, amended article no. 20 "Restrictions on shareholding" of its Articles of Association to read as follows: "The Board of Directors may, by a Board resolution considering applicable rules and regulations, determine the ownership percentage of non-Qatari shareholders up to one hundred percent (100%) of the shares listed on Qatar Stock Exchange or on any regulated stock market."

Accordingly, a decision was made by the Company's Board of Directors at its meeting held in April 2022 to increase the ownership limit for non-Qatari shareholders to 100%. All necessary measures were then taken in this regard with the relevant authorities. Pursuant to a decision made by the Council of Ministers in its meeting held on 12 October 2022, it was approved to increase the percentage of ownership of a non-Qatari investor in the Company's capital up to 100%.

Details of shareholdings in IQ's share capital could be obtained from Qatar Central Securities Depository based on the register of shareholders. Details of major shareholdings as of 31st of December 2025 are as follows:

Shareholder	Approximate Percentage of Shares (%)
QatarEnergy	51.00%
Pension Fund - General Retirement and Social Insurance Authority	16.20%
Military Pension Fund	4.98%
Other Shareholders	27.82%
Total	100%

IQ relies on Edaa to obtain valid up-to-date record of shareholdings. As per the information obtained from Edaa as at 31st of December 2025, no shareholder has exceeded the limit specified in the Company's Articles of Association, except as expressly provided therein.

6-6 Stakeholder rights (non-shareholders)

IQ is keen to safeguard the rights of the Company's stakeholders in accordance with QFMA Code. Each stakeholder may request the information related to his interest upon submitting a proof of identity. The Company works in accordance with applicable regulations to provide the requested information in a timely manner and in a way that does not threaten others' interests or prejudice its interests.

In order to enable that stakeholders can communicate with the company to express any concerns they may have about any illegal or unethical practices that may affect their interests a policy was adopted within the Company's Corporate Governance Framework for reporting any violations and related actions that may adversely impact the Company, its customers, shareholders, employees or the public at large. Under the policy, a member of the Board Audit Committee is assigned to address reported violations. This assigned member works to see that issues raised through whistleblowing are raised and reported to the Board Audit Committee according to the materiality of the issue.

A whistleblowing hotline (+974) 4013-2801 was established and provided on the Company's website (www.iq.com.qa) to report malpractice, unlawful or unethical behavior.

These procedures contribute primarily to defend against management override of internal controls and thus can help improve corporate governance.

Industries Qatar recognizes that the decision to report a concern can be a difficult one to make, not least because of the fear of reprisal from those responsible for the malpractice. IQ will not tolerate harassment or victimization and will apply its procedures to protect the whistle-blower that raises a concern in good faith.

6-7 Community right

Industries Qatar and its group companies strive to be a role model in supporting our community and engaging in its development. The Company, as one of the largest industrial conglomerates in the region and listed on Qatar Stock Exchange, works towards achieving economic and operational integration among its group companies in support of the State's strategy of national economic development. Through its group companies/joint ventures, IQ contributes significantly to the comprehensive economic development, social welfare, environmental protection, and job creation. The Company continues its efforts towards raising public awareness on matters that it considers not only important for the sustainable future of the country, but also aligned with IQ values by taking initiatives in areas such as:

- 1. Health, Safety and Environment:** Establish and promote safety culture and measures, manage and assess HSE related risks, analyze operational risks, emergency preparedness, occupational health, pre-employment health assessments, routine health surveillance, HSE training, operational excellence, energy efficiency, environment management and environmental compliance by taking steps to reduce emissions, water management and recycling, waste management, recycling and disposal, and continuous investment in environmental projects to rationalize and make efficient use of the natural resources and minimize environmental impact.
- 2. People:** Qatarization programs in line with QNV 2030 laying emphasis on the attraction and development of aspiring nationals (strategic investments in education, partnership with educational institutions, internships, career fairs, conference collaborations), diversified workforce, employee retention, training and development, promoting health and fitness and sports activities etc., and

3. **Community:** Support local procurement and country's economic development through participation in QatarEnergy's localization strategy (Tawteen) program initiated with the objective to maximize the sustainable in-country value creation, upskill local talent, develop local suppliers and contractors and promote in-country private investment. In addition to community awareness activities such as fitness campaigns, partnerships with non-profit and charitable societies, educational institutions, blood donation campaigns etc.

As part of the Company's dedication to constructive engagement with the stakeholders and its ongoing pursuit of environmental, economic and social development in the state of Qatar, the Company engaged an external consultant with expertise in ESG matters & developing sustainability reports, to support the Company in developing its sustainability report taking into consideration the global best practices. In this context, the ESG material topics for disclosure in the report are identified by the consultant through stakeholder engagement and materiality assessment process. Thereafter qualitative and quantitative information and data related to the identified material topics is gathered, analyzed and will be narrated in the reports.

The group ensures that stakeholders' needs are fulfilled and continuously strives to enhance its systems to create value for its people, community, and the environment. With the application of many standards in pursuit of a sustainable future, the Group made many achievements during 2024. IQ had announced in 2022 that its wholly owned subsidiary QAFCO has awarded a contract to build world-scale Blue Ammonia plant in Qatar (Ammonia-7), scheduled to be fully operational by 2026 with a design capacity upto 1.2 million tons per annum (MTPA) of Blue Ammonia, with an investment of QR 4.4 billion making it the largest facility of its kind in the world. In addition to an additional unit owned by QatarEnergy for CO₂ injection and storage, with a capacity of 1.5 million tons per year. In 2024, a groundbreaking ceremony was held, and foundation stone was laid for the project implementation representing a milestone in Qatar Energy's strategy to expand in the clean energy sector. Investment in this project speaks to the concrete steps taken to lower the carbon intensity of our products and a key pillar of our sustainability strategy. The project reached an overall completion rate of 71%. The group further continues to progress in various other environmental projects planned to optimize and efficiently use the natural resources (ex., advanced process controls systems, technical road map project focused on sustainability & efficiency, transition to compressed natural gas bus program, gas turbine optimization, electrical network revamping, Steam trap surveys, leak detection and repair programs, continuous emissions monitoring systems etc.,) and to reduce the generation of emissions, effluents, and waste which include recycling of process wastewater by setting up effluent treatment plants, zero/near zero liquid discharge projects, wastewater Improvement Project for enhanced water recycling, carbon dioxide recovery, reduction of nitrogen oxide emissions, waste recycling measures etc., The Group is also keen on promoting culture of safety and well-being of its employees and contractors, while maintaining efficiency and reliability of its operations and therefore prioritizes the same through proactive risk management and constant improvement of practices to maintain a safe and healthy workplace. On social front, the Group supports local communities and programs in line with its own program of social responsibility.

QatarEnergy, the founder and special shareholder, endeavors, through the technical and head office support provided to IQ and its group companies/joint ventures, that only appropriate investment opportunities which could add financial, economic, social and environmental value are explored in support of the country's pursuit of economic diversification.

The Social and Sport Contribution Fund

Pursuant to Law no. 13 of 2008 as amended by Law no. 8 of 2011, a 2.5% of the Company's annual net profit is allocated to support sports, cultural, social and charitable activities. For the financial year ended 31st of December 2024, the 2.5% amounted to QR 102.15 million (2023: QR 108.84 million). The deducted amounts were credited in full to the account of the General Tax Authority on 29th of April 2025.

For the financial year ended 31st of December 2025, the Company allocated QR 106.94 million, representing 2.5% of its net profits, to support these activities.

Conclusion

Through its Board of Directors, Industries Qatar strives to implementing corporate governance principles and best practices, maintaining by-laws and internal procedures to achieve the appropriate levels of governance and create anticipatory (proactive) compliance environment aimed at safeguarding its assets and capital, protecting the interests of its customers and shareholders and preserving the Company's integrity and image.

The Board was keen to discharge the duties and obligations assigned to it and to make the decisions related to the Company's business during 2025 as set out in its Charter and relevant legislation. The Board was keen to exercise due care and diligence in managing the Company in an effective and productive manner in a way that contributes to achieving the interests of the Company, all shareholders and stakeholders in a balanced manner.

Saad Sherida Al-Kaabi

Minister of State for Energy Affairs,
Chairman and Managing Director



**His Excellency Engineer
Mr. Saad Sherida Al-Kaabi**

Chairman and Managing Director

Qualifications and experience:

His Excellency Saad Sherida Al-Kaabi is the Minister of State for Energy Affairs and Cabinet member of the State of Qatar. H.E. also holds the position of Deputy Chairman of QatarEnergy, in addition to being QatarEnergy's President and CEO.

H.E. Al-Kaabi joined QatarEnergy in 1986 as a student studying Petroleum & Natural Gas Engineering at Pennsylvania State University in the USA. He graduated in 1991 with a Bachelor of Science degree in Petroleum & Natural Gas Engineering.

H.E. Al-Kaabi held several key technical, commercial, and managerial positions in QatarEnergy before being appointed as the Director of Oil & Gas Ventures in 2006, where he oversaw the development of Qatar's North Field, and development of oil fields and all exploration activities. His Excellency was appointed President and CEO of QatarEnergy in 2014, and Minister of State for Energy Affairs in 2018.

His Excellency has dedicated his entire career to developing Qatar's natural gas resources; promoting natural gas as the cornerstone of global energy transition, and transforming Qatar into an international energy powerhouse.

Under his leadership, QatarEnergy began implementing a series of strategic mega projects that would more than double the State of Qatar's LNG production to 160 million tons per annum. His Excellency also oversaw the largest shipbuilding program in the history of the LNG shipping industry totalling 128 ultramodern vessels, as well as a mega project that would double Qatar's fertilizer production to 12 million tons per annum, making it the largest fertilizer producer in the world.

As part of his efforts to help achieve the State of Qatar's objective of balancing economic and social development with environmental protection, His Excellency Al-Kaabi leads the efforts to build the world's largest blue ammonia plant, and the construction of four solar power plants that would generate more than 4,000 megawatts of renewable energy by 2030, helping meet 30% of Qatar's peak electricity demand.

Other positions*:

Chairman, Nebras Energy

Number of shares in Industries Qatar:

Nil



Mr. Abdulaziz Mohammed Al-Mannai

Vice Chairman
Chairman of the Board Audit Committee
Non-Executive member / Non-Independent

Qualifications and experience:

Mr. Abdulaziz Mohammed Al-Mannai graduated as an Aeronautical Engineer and currently holds the position of Executive Vice President – Human Capital at QatarEnergy, bringing with him over 20 years of experience in the Energy sector.

In addition to his executive leadership at QatarEnergy, Mr. Al-Mannai holds several key governance roles.

Other positions*:

MPHC Board Director
Board Member QNB

Number of shares in Industries Qatar:

Nil



Mr. Abdulla Ahmad Al-Hussaini

Member of the Board Audit Committee
Chairman of the Remuneration Committee
Non-Executive member / Non-Independent

Qualifications and experience:

Mr. Abdulla A. Al-Hussaini is the Executive VP, Marketing at QatarEnergy. He oversees the sales, trading, and shipping of all hydrocarbon and petrochemical commodities exported by QatarEnergy and its Qatar-based ventures.

Before joining QatarEnergy in 2016, Mr. Al-Hussaini held several LNG marketing roles at QatarEnergy LNG, including serving as the Marketing Director from 2011 to 2016.

Mr. Al-Hussaini is the Chairman of the Board of Directors of QatarEnergy Trading and a member of the board of publicly listed Industries Qatar and the Dubai-based Gulf Petrochemical and Chemical Association (GPCA). He previously represented Qatar at OPEC and served as the Secretary to the International Gas Union - LNG Committee.

Mr. Al-Hussaini earned his bachelor's degree in business studies from the University of Texas, Arlington.

Other positions*:

Nil

Number of shares in Industries Qatar:

Nil



Dr. Mohammed Yousef Al-Mulla

Non-Executive member / Non-Independent

Qualifications and experience:

Dr. Mohammed Yousef Al-Mulla graduated with a Bachelor's Degree in Electrical Engineering from Pennsylvania State University, United States, in 1988. He earned a Master's degree in Business Administration in 1997 and a Ph. D. in Engineering in 2007 from Leicester University in the United Kingdom.

Dr. Al-Mulla joined QAPCO in 1988 and held many strategic positions. He was appointed CEO in 2007. Under his leadership, the company achieved major milestones in the fields of production, Qatarization process, sustainable development and research, propelling QAPCO from a local petrochemical producer to a leading petrochemical powerhouse recognized in global markets.

Other positions*:

Member of the Board of Directors of Gulf International Services Company

Number of shares in Industries Qatar:

Nil



Mr. Abdulrahman Al-Suwaidi

Member of the Remuneration Committee
Non-Executive member / Non-Independent

Qualifications and experience:

Mr. Abdulrahman M. Al-Suwaidi holds a Bachelors' degree in Chemistry from Qatar University and a Higher National Diploma in Mechanical Engineering from Bradford University in England.

Mr. Al-Suwaidi has been the Managing Director and CEO of Qatar Fertiliser Company (QAFCO) since joining in 2016. Prior to QAFCO, Mr. Al-Suwaidi was with ORYX GTL, operating the world's largest LTFT GTL plant, from 2007 until 2016. He joined ORYX GTL as the Deputy General Manager seconded from QatarEnergy and was appointed CEO in 2009. Mr. Al-Suwaidi started his career with QatarEnergy in 1987 and held a variety of technical and operational posts in QatarEnergy's onshore operations. Between 1998 and 2007, Mr. Al-Suwaidi held two managerial positions responsible for QatarEnergy's gas processing & gas distribution facilities in Mesaieed and subsequently gas production and reinjection facilities located offshore and in Dukhan. His responsibilities during this period included production and maintenance operations, inspection and engineering.

Currently, Mr. Al-Suwaidi also serves as the Chairman of Qatar Chemical Group Companies Ltd. and a member of QAFCO Board of Directors.

He is also a member of the Board of Directors of the Gulf Petrochemicals and Chemicals Association (GPCA) and Chairman of the Agricultural Nutrients Committee at GPCA.

Other positions*:

Nil

Number of shares in Industries Qatar:

Nil



Mr. Ahmed Abdulqader Al-Ahmed

Non-Executive member / Non-Independent

Qualifications and experience:

CEO and a Board Director of Qatar Fuel Additives Company (QAFAC) since November 2020. Under his leadership, QAFAC has implemented strategic initiatives that strengthened performance and enhanced governance. Led QAFAC's efforts in coordination with QatarEnergy to successfully transition the company into a 100% Qatari owned joint venture.

Holds a B.Sc. in Petroleum Engineering (with Honors) from King Fahad University of Petroleum and Minerals, Saudi Arabia. He has more than 34 years of diversified experience in the oil and gas industry including exploration, field development, project management, strategic planning, downstream industries, and E&P investment and acquisition.

Joined QatarEnergy in 1992, undertaken a range of key positions in QatarEnergy and its subsidiaries. Oversaw surveillance and well operations of QatarEnergy's offshore-operated fields. Was then assigned as Deputy General Manager in Occidental Petroleum of Qatar Ltd (OPQL) before leading the Upstream International growth activities with Qatar Petroleum International (QPI). Then, and after QatarEnergy/QPI integration, Ahmed returned to QatarEnergy in 2015 to lead/manage existing QatarEnergy's International Upstream assets/ventures and continued to build the international upstream portfolio through organic/inorganic growth as well as leading the Domestic Exploration projects.

In addition to this, he is currently a Board Member in Industries Qatar (IQ), QAFAC and Gulf Drilling International (GDI).

Other positions*:

Nil

Number of shares in Industries Qatar:

89823



Mr. Abdulrahman Ali Al-Abdulla

Non-Executive member / Non-Independent

Qualifications and experience:

Mr. Abdulrahman Ali A Al-Abdulla graduated with Bachelor's Degree in Science and Business Administration (major in Marketing) from University of Denver Colorado, USA.

He started his career with QatarEnergy in 1992. Mr. Al-Abdulla multiple roles in various organizations at varying levels has given him invaluable direction to spearhead business.

He is currently working as Managing Director and CEO of Qatar Steel Company since January, 2021. Mr. Al-Abdulla has extensive experience, of more than thirty (33) years working for QatarEnergy and its affiliated companies.

He actively contributes as a member of Arab Iron Steel Union and World Steel Association.

Other positions*:

Nil

Number of shares in Industries Qatar:

Nil



H.E. Ahmed Bin Ali Al-Hammadi

Non-Executive member / Non-Independent, representing General Retirement and Social Insurance Authority

Qualifications and experience:

H.E. Ahmed Ali Al-Hammadi is the Director General of the General Retirement and Social Insurance Authority (Daman).

Mr. Al-Hammadi brings extensive leadership experience and a distinguished record in investment management and financial strategy. Prior to his appointment as Director General of Daman, he served as Chief Investment Officer for Europe, Russia, and Türkiye at the Qatar Investment Authority, where he successfully oversaw the European portfolio across multiple sectors.

Throughout his career, Mr. Al-Hammadi has held several senior roles in the financial and consulting sectors. He previously worked at EFG-Hermes, managing regional equities, and gained valuable strategic advisory experience at Booz & Co. (now Strategy&) in investment strategy, private equity, and organizational design.

In addition to his executive responsibilities, Mr. Al-Hammadi serves on several boards. He is Chairman of UDC and Qatar Cool, Vice Chairman of QEWC, and is a board member of Al Rayan Bank, Qatar Industries, Ooredoo Group, and the Qatar Stock Exchange.

In recognition of his global impact, he was named a Young Global Leader by the World Economic Forum in 2019. Mr. Al-Hammadi holds an MBA from Harvard Business School and is a graduate of the Wharton School at the University of Pennsylvania.

Other positions*:

Chairman of the Board of Directors of United Development Company.

Vice Chairman of the Board of Directors of Nebras Energy

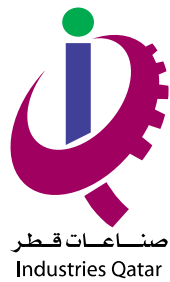
- Member of the Board of Directors of Al Rayan Bank.

- Member of the Board of Directors, Ooredoo

Number of shares in Industries Qatar:

Nil

***Positions on the Boards of other public shareholding companies. IQ Directors may also have positions in other entities / companies.**



P.O. Box 3212, Doha, Qatar
Tel: +974 4013 2080
Fax: +974 4013 9750
Website: www.iq.com.qa
Email: iq@qatarenergy.qa