

Sustainability

Our commitment to sustainability creates lasting value for both society and business, demonstrating that responsible practices drive success. We have embedded sustainability into our operations, implementing a sustainability framework and roadmap to support economic, social, and environmental progress.

Aligned with Qatar’s Vision 2030, we contribute to national food security and continue to integrate sustainable practices across our operations. Through our sustainability initiatives, we actively support the United Nations Sustainable Development Goals (UNSDGs).

We offer a wide range of products designed to meet the nutritional needs of communities while upholding the highest quality and safety standards. Simultaneously, we remain committed to reducing our environmental footprint. Our standalone 2024 Sustainability Report provides detailed insights into our environmental, social, and governance commitments.

Our Sustainability Framework

Our Growth	Our Products	Our Planet	Our People	Our Community
<ul style="list-style-type: none">• Ethical business Practices• Sustainable and Profitable Growth• Effective Risk Management• Public Policy	<ul style="list-style-type: none">• Product Quality and Safety• Healthy and Delicious Food• Ethical Sourcing	<ul style="list-style-type: none">• Water Stewardship• Waste Management• Energy Efficiency• Sustainable Distribution• Animal Care and Management• Environmental Compliance	<ul style="list-style-type: none">• Occupational Health and Safety• Diversity, Equality, and Inclusion• Employment and Income Creation	<ul style="list-style-type: none">• CSR Engagement and Investment• National Food Security• Alignment with National Standards• Healthy Community



Sustainability

Alignment with strategic goals

Baladna is committed to supporting Qatar National Vision 2030 by enhancing food security, sustainability, and community well-being. Through its robust dairy production and sustainable farming practices, Baladna reduces reliance on imports, strengthens local food systems, and

SDG	Our Contribution	SDG indicator
	Provide sustainable employment opportunities throughout our value chain	1.2
	Play a crucial role in Qatar's food security through sustainable growth	2.2 2.4
	Produce healthy and nutritious consumables Develop Baladna food nutrition criteria	3.4
	Collaborated with educational partners to educate students about food security	4.7
	Increasing women's participation in the workforces	5.5
	Increased treated wastewater usage for agriculture Reducing impact of production on water ecosystems	6.3 6.4
	Providing a safe working environment to all employees	8.8

aligns with UN Sustainable Development Goals (SDGs), particularly SDG 2 (Zero Hunger) and SDG 12 (Responsible Consumption and Production). Our initiatives in water conservation, and community engagement further reinforce its role in fostering a resilient and self-sufficient Qatar.

SDG	Our Contribution	SDG indicator
	Updated waste treatment plant to treat more water Collaborating with universities to research relevant technological innovations	9.4 9.5 9.b
	Ensuring equal opportunity for employees irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status and protect them through HR policies	10.2 10.3 10.4
	Closed the water lagoons to get rid of resulting odours and unpleasant air quality and developed the water treatment plant to recycle wastewater	11.6
	Reduction of food waste in the supply chain process Reduction of waste generation in operations and food packaging	12.3 12.4 12.5
	Developed a strategy to take action to mitigate impacts of climate change and reduce carbon footprint	13.1
	Developed a solid waste management system to effectively manage and reduce solid waste from inland ecosystems	15.1
	Extended our expertise and resources to countries such as Malaysia, Uzbekistan and the Philippines Through strategic partnerships and knowledge sharing, we assist these nations in developing their own sustainable agricultural practices and achieving greater self-sufficiency in food production	17.7 17.14 17.17 17.19

Sustainability
Our Growth

Baladna plays a key role in supporting Qatar’s pursuit of its National Vision 2030 and food security ambitions. Driven by a strong sense of responsibility, we are dedicated to ensuring access to nutritious, safe, and affordable food for the country’s expanding population. This dedication goes beyond being a business goal; it is a vital obligation that aligns seamlessly with Qatar’s overarching priorities of sustainability and self-reliance.

Baladna focuses on industry leadership and long-term success, creating lasting value for shareholders and the community. Growth remains strong, consistent, and aligned with social responsibility and environmental care.

The ‘grass to glass’ model ensures excellence at every stage, from cultivating feed to delivering high-quality products. By managing the entire production chain, Baladna upholds strict quality standards, full traceability, and environmental responsibility.

Ethical business practices
Baladna is committed to fostering a responsible business environment where ethical conduct, transparency, and accountability are deeply embedded in our operations. We work closely with stakeholders to uphold the highest standards of integrity, ensuring that governance frameworks and compliance measures support ethical decision-making at all levels. By prioritizing these values, we strengthen trust and reinforce a culture of responsibility across our business.

In 2024, Baladna enhanced efficiency by expanding digital approval workflows, increasing approvals by 47% (from 5,622 to 8,274), streamlining operations, and reducing costs. Additionally, consolidating production in Plants 3 and 4 reduced transportation emissions by 2.7%, reinforcing our commitment to sustainability and operational excellence.

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Sustainability
Our Product

Baladna upholds the highest global standards for food safety and quality by actively delivering products that exceed customer and stakeholder expectations. The team continuously implements advanced technologies to improve production processes and ensure exceptional efficiency. Additionally, Baladna is committed to ethical sourcing, ensuring that all ingredients and raw materials are procured responsibly, supporting sustainable practices and fair trade principles across its supply chain.

As a leader in the Qatar’s food and beverage industry, we understand the importance of maintaining an ethical and sustainable supply chain. We prioritize building long-term relationships with trusted suppliers who align with our values and contribute positively to our operations, communities, and the environment. Our Procurement Policy and Code of Ethics set clear guidelines to ensure fair, transparent, and ethical sourcing. All our suppliers must comply with our Health, Safety, Security, and Environmental (HSSE) standards, ensuring that Baladna partners with businesses that uphold sustainability, quality, and ethical standards.

Rigorous supplier evaluation
To ensure ethical procurement, we conduct a rigorous evaluation of potential suppliers through our Supplier Registration Questionnaire, assessing their business practices, quality

standards, and performance. Suppliers are required to meet key compliance requirements, including ISO 22000 and Halal Certifications, GMO and allergen declarations, pesticide and heavy metal disclosures, and food-grade packaging certification.

Vendor Management and Auditing
Baladna enforces strict vendor oversight to ensure sustainability and quality across its supply chain. Through rigorous audits, local sourcing, and sustainable procurement, we uphold ethical business practices.

Before onboarding, raw material and packaging suppliers undergo pre-audits to verify ingredient quality, food safety, and hygiene compliance. Additionally, feed samples for our dairy operations are tested in USDA-accredited labs to meet international standards. Our farm quality team conducts regular supplier inspections, with vendors audited

every three to five years based on certifications such as FSSC 22000, BRC Food Safety, and IFS Food Standard.

Baladna cut cardboard usage by 27.7 MT/year by transitioning from cartons to steel cages, highlighting our dedication to sustainability and waste reduction.

We upheld our commitment to food safety excellence by achieving zero product recalls and maintaining consumer trust. Simultaneously, our sustainability efforts in packaging led to a 7% reduction in PET resin usage, saving 32.8 MT through bottle lightweighting and we hope to achieve 113 MT next year. Additionally, Baladna cut cardboard usage by 27.7 MT/year by transitioning from cartons to steel cages, highlighting our dedication to sustainability and waste reduction.

Sustainability
Our Planet

Baladna leads the way in sustainable dairy production, meeting Qatar’s needs with a strong focus on environmental responsibility. Through advanced technology and ongoing research, we continuously improve processes to reduce waste and minimize impact, setting a new benchmark for sustainability in the industry.

Baladna actively drives sustainability in dairy and juice production by implementing innovative eco-friendly practices. We reduce water and energy consumption, limit the use of cleaning chemicals, and minimize manufacturing waste. Understanding the importance of water as a vital resource, we manage and conserve it responsibly.

Our sustainability framework strengthens environmental efficiency by optimizing processes. By focusing on waste reduction and resource conservation, we ensure sustainability across all aspects of production.

Responsible water management remains a core part of our environmental initiatives. We treat water as more than just an

operational resource, recognizing it as a valuable natural asset that requires protection.

Responsible Water Management

Baladna places water conservation at the core of its sustainability strategy, recognizing its vital role in responsible dairy and juice production. By implementing innovative water management solutions, Baladna ensures efficient resource use while maintaining high-quality production standards.

Our smart soaker trials cut water usage by 60%, improving efficiency and sustainability. Additionally, a new water recycling plant will enable up to 100% reuse of treated water for cleaning and operations, reinforcing our commitment to resource conservation.

Responsible Waste Management

Baladna adopts a circular approach to food security, transforming waste into valuable resources through sorting, recycling, and waste reduction. Our operations manage wastewater, manure, and packaging waste, converting liquid waste for treatment and solid waste into compost. The Sand Manure Separating system recycles sand bedding, optimizing resource use.

Baladna’s waste segregation and recycling initiatives diverted 60 MT/year from landfills, while internal recycling saved 7.7 MT/year of HDPE materials, reinforcing our commitment to sustainability.

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Sustainability
Our People

Baladna’s progress in 2024 was driven by a strong culture within a talented and diverse workforce that embraced collaboration and innovation, propelling Baladna to expand new horizons this year. By strengthening our leadership, fostering a collaborative environment, and embracing the depth of diversity across our talent base, we are equipping our organisation to meet evolving challenges with resilience, creativity and a global perspective.

By the numbers

- Training and Development: Delivered 4,779 training hours through 117 programs, reaching 81% of employees
- Workforce Diversity: A diverse team of 30+ nationalities, including 13% women of staff, driving collaboration and innovation
- Workplace Safety: Progressing toward ISO 45001 certification to enhance employee well-being and safety practices

Elevating Leadership Excellence

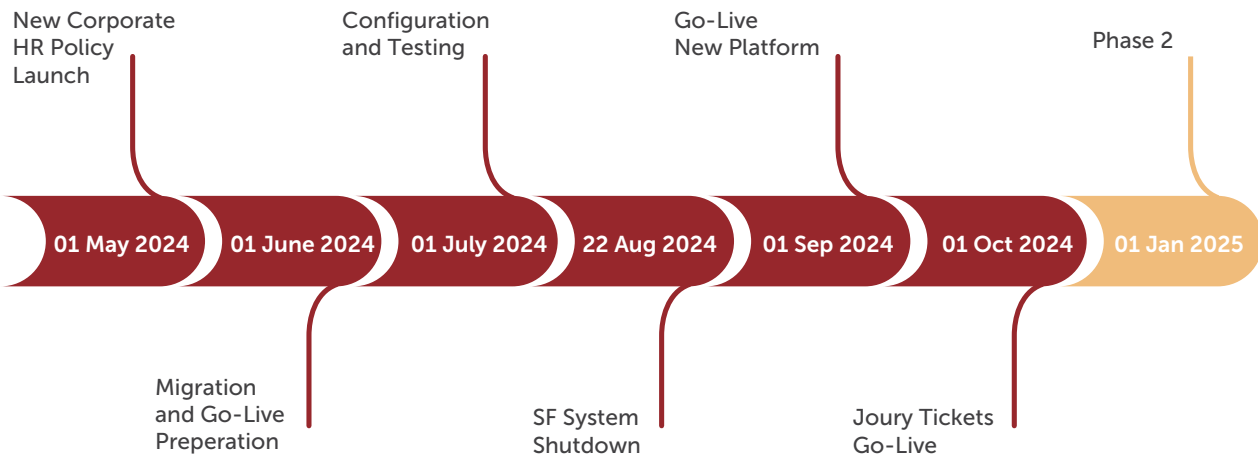
Our leadership development has advanced through the award-winning Situational Leadership II (SLII) programme, in partnership with Blanchard, an expert training

company. SLII equips managers with practical tools to enhance leadership, communication, and team performance. Feedback from participants has been highly positive, underscoring the SLII® Model’s effectiveness in

addressing complex leadership challenges. Encouraged by these results, we are extending SLII workshops over 12 months to all managers, ensuring consistent leadership development.



Success Factors System Migration Roadmap



Building a Diverse and Inclusive Workforce for a Stronger Future

We maintain a fair and transparent recruitment process to attract and onboard diverse talent aligned with Baladna's goals. Our policy ensures compliance, equity, and efficiency in both internal and external hiring.

Committed to inclusivity, we support Qatari national growth while embracing diversity, employing talent from over 30 nationalities. Baladna's hiring practices adhere to the highest legal and ethical standards, evaluating candidates solely on qualifications, experience, skills, and role suitability.

Our strength lies in the shared knowledge and experiences of our diverse workforce. Celebrating diversity reminds us that our greatest asset is the variety of voices and perspectives that drive innovation. Each nationality within our organization enriches our workplace, enhances problem-solving, and fosters creativity with a global mindset.



Empowering Baladna's Future

A Training Needs Analysis ensured employees have the skills to maintain excellence. Our 2024 training plan focused on technical skills, soft skills, and health & safety, empowering teams to uphold high standards. Senior leadership completed risk management training to enhance their ability to identify and mitigate risks, reinforcing our commitment to proactive risk management and sustainable growth.

In 2024, we strengthened talent development with the Organisational Talent Review (OTR) program and Succession Planning, ensuring future leadership continuity. Our Individual Development Plans (IDPs), using Korn Ferry's KF4D assessments, provide tailored growth opportunities to Baladna's future leaders. We also launched Star of the Quarter and Year awards to recognize top performers and increased internal promotions, fostering career growth and a culture of excellence.



Enhancing Employee Well-being

Baladna upgraded its camp facilities for safer, high-quality living and expanded health programs through an in-house clinic that offers blood pressure, sugar monitoring, and safety training to its employees which has reduced workplace incidents. The improvements in catering services ensure healthier meals for our employees, while a new intranet portal enhances communication and engagement amongst them, reinforcing Baladna's commitment to a supportive and high-performing workplace.

Celebrating remarkable 2024 achievements

At the end of the year, our management team gathered to celebrate significant accomplishments in 2024 and set ambitious goals for an even brighter future. In a dedicated workshop, we reviewed our progress, assessed achievements against last year's benchmarks, and outlined key areas for future growth and excellence.

Empowering Our People for Success in 2025

As we approach 2025, we remain committed to a resilient workplace by fostering professional growth, trust, and collaboration. Investing in talent development empowers future leaders and strengthens our organization. We will leverage insights from the Situational Leadership II Program, enhance

individual development plans, and expand training through top institutional partnerships.

Additionally, we will advance our Employee Experience Initiative by prioritizing feedback, recognition programs, and well-being support to cultivate an inclusive workplace.

Baladna is dedicated to enhancing HR platforms and systems for seamless engagement and career growth. In 2024, Baladna achieved internal mobility rate of 50% ensuring growth of our people within the organisation and we target further 20% increase in internal promotions in 2025, reinforcing continuous

development. These initiatives attract and retain top talent, creating a strong foundation for future success. We look forward to sharing progress in future reports as we achieve our 2025 goals.



Sustainability Our Community

Baladna’s approach to corporate social responsibility (CSR) is a strategic and multi-dimensional effort aimed at generating a positive impact across various domains. We advocate for responsible production and consumption of our products, support a sustainable and economically viable dairy industry in targeted countries, and actively collaborate with key local stakeholders.

We integrate corporate social responsibility (CSR) into our operations, including marketing and stakeholder engagement, strengthening our brand while benefiting the community, environment, and stakeholders.

Our commitment to CSR drives impactful initiatives. Aligning marketing strategies with sustainability, community involvement, and environmental

stewardship enhances consumer engagement, communicates brand value, and reinforces our position as a market leader.

Engagement with local stakeholders and the community
Baladna’s initiatives are diverse, encompassing sponsorships in sports, education, entertainment, arts, and cultural heritage, including significant events like

the Amir’s Sword and Ramadan campaign. Beyond these sponsorships, CSR funds are channelled into infrastructure improvements and support for local charities, reinforcing Baladna’s commitment to our CSR objectives. We have supported local wellness programs benefiting over 2,000 community members.

Community engagement initiatives and partnerships

Al Rayyan Club Sponsorship

Al-Rayyan Sports Club is a Qatari multisport club fielding teams in a number of sports such as football, futsal, basketball, volleyball, handball, athletics, table tennis, and swimming. It is based at the Ahmed bin Ali Stadium in Umm Al Afael in the city of Al Rayyan. Baladna has sponsored to Al Rayyan Club towards the promotion of Football in the country.



Sponsorship for Qatar Museum

Qatar Museum is a well-known cultural entity which has the institutional aim of promoting the arts, architecture, archeological and heritage sites, and within such as it is engaged in the organization of important cultural projects and art exhibitions and of enterprises connected to the world of art. As Baladna this expense is towards being the official sponsor of Gallery 2 at the Qatar Children’s Museum.



Ramadan Donation

Partnership in Ramadan charity campaigns such as Rafeeq Al Khair.

Al Khor Sports Club Sponsorship

Baladna has sponsored to Al Khor Sports Club towards the promotion of Football in the country. Al Khor Sports Club has a long history. While not in Doha, it is the only sports center of this scale in the Al Khor municipality and the largest near Ras Laffan industrial city. Professional teams of this club gather fans and encourage people to do sports. Being a part of realization of the Qatar National Vision 2030, as well as Sports Sector Strategy in Qatar it acts like professional sports education center for the society.

Dadu, Children’s Museum of Qatar provides cutting-edge child development surroundings and resources to help children, and their families thrive. DADU mission to nurture children’s creativity, imagination, and love of learning is too important to wait until we open our doors. We feel we are needed at this time to support families, and to connect people and ideas despite being physically apart.

Sponsorship with Dream for Summer Camp 2024

The Dreama is a pioneering center that take care of orphans and integrate them into the community. Dreama organizes events and campaigns to raise awareness and reinforce public engagement to support orphans in Qatar.

Other sponsorships contributing to society

Sponsorship to participate in the Qatar National Day 2024 event with Al Khor and Al Dhakhira Municipality.

Baladna’s participation in Expo Treasure Hunt Event.

Baladna and UDST Partnerships for Sports and Wellness

Baladna and UDST partnerships for sports and wellness which includes summer camps, students educational events, and Children’s Day.

Sponsorship of the “CSR and Sustainability Fair Event” - Education above all

Education Above All (EAA) works to ensure equal access to education and to harness the power of quality education for positive, sustainable, and inclusive change. EAA works to empower millions of out-of-school children to overcome barriers to quality primary education and ensure access to quality education programs for marginalised youth etc. By supporting this event, Baladna promotes equal education for every children.



Contributing to Qatar’s food security and resilience

Baladna supports Qatar’s food security and self-sufficiency, delivering safe, nutritious food while balancing national well-being and shareholder value. We mitigate challenges like inflation through operational efficiency and cost control, reinforcing its leadership in the

National Food Security Programme.

To enhance resilience, Baladna trains Qatari Armed Forces in dairy production for emergency preparedness and upskills the local workforce in farm and factory operations, fostering self-reliance and community strength.

Looking Ahead

Baladna remains committed to advancing sustainability initiatives, reducing environmental impact, and creating value for stakeholders. For a comprehensive overview of our progress, please refer to our standalone 2024 Sustainability Report.

Baladna and Dadu Unite Families for Ramadan

Baladna partnered with Dadu, Children’s Museum of Qatar, to host Ghabga dinners, creating a vibrant Ramadan celebration. Families enjoyed live cooking sessions, creative culinary activities, henna painting, Fawazer storytelling, Fanoos decoration, and festive games, fostering cultural engagement.

By supporting this initiative, Baladna reinforced its commitment to community enrichment and cultural traditions, ensuring families shared a memorable and meaningful Ramadan experience.