



Kuwait Petroleum Corporation and subsidiaries | مؤسسة البترول الكويتية وشركاتها

# Towards a Sustainable Future





H.H. Sheikh  
**Mishal Al-Ahmad Al-Jaber Al-Sabah**  
Amir of the State of Kuwait



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Crown Prince of the State of Kuwait



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# About this Report

Kuwait Petroleum Corporation Head Office (referred to in this report as “KPC” or “KPC HO” or “Corporation” or “Organization”), is committed to addressing Environmental, Social, and Governance (ESG) challenges. These considerations are deeply embedded in our operations and are of significant importance to our stakeholders.

This report covers the key information areas cited in the Global Reporting Initiative (GRI) Content Index (please refer to the Appendix) and uses the latest applicable GRI Sustainability Reporting Standards.

## Reporting Period and Frequency

This report presents KPC's ESG performance for the fiscal years 2023/2024 and 2024/2025. KPC reports ESG data on an annual basis.

## Reporting Boundaries

The report's scope covers all of KPC's fully owned assets, excluding our international offices and the Kuwait Vietnam Petrochemicals Company (KVPC).

Further details see, Appendix A: Report Boundaries. The term “Group” refers to both KPC's Head Office (HO) and its eight subsidiaries.

## External Assurance

Selected data points in this report have undergone internal review and validation to ensure accuracy and reliability. At this stage, external assurance has not been applied; however, we recognize its value and may consider it for future reporting cycles.

## Feedback and Contact

We welcome feedback, comments, and questions regarding this report. Please contact us at [esg@kpc.com.kw](mailto:esg@kpc.com.kw)








## Note

No restatements of information from the previous reporting periods have been made in this report. Any updates or changes from prior years are clearly noted where relevant.





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# KPC's Mission, Vision, and Values

## Mission



We optimize the value of the State of Kuwait's hydrocarbon resources by operating commercially and globally in an integrated and sustainable manner, while providing opportunities for our people to grow and contribute to Kuwait's economic development.

## Vision



Our vision is to be a global, integrated oil and gas leader. We accomplish this in the following ways:

- L**everaging innovation to maximize profit
- E**xcelling with capable and motivated people
- A**cting as a secure and reliable supplier
- D**elivering efficiently and effectively
- E**nsuring health, safety, and security
- R**especting the environment

## Values



### Partnership

Building and sustaining relationships that support growth and enhance operational excellence.



### Commitment to HSSE

Respecting the environment and ensuring safety, security, and the promotion of a healthy workplace wherever KPC operates.



### Integrity

Acting in a trustworthy manner with the highest standards of ethics, respect, and honesty.



### Excellence

Encouraging high performance, continuous improvement, and a customer focus.



### Caring for People

Creating a culture where people develop and grow and are positively motivated to contribute to the success of others.



### Pride

Creating employee satisfaction on an individual level and promoting a sense of loyalty and belonging to KPC.



### Innovation

Developing and embracing innovative ideas, methods, and approaches to solving challenges that create value.



### One Team

Caring for the interests of KPC and ensuring alignment to achieve corporate and State goals.



## Message from Our Deputy Chairman and Chief Executive Officer



**“Through our ESG Strategy, we are building a stronger link between Kuwait’s energy leadership and the global sustainability agenda, advancing transparency, innovation, and responsible growth across all our operations.”**

Since our founding, Kuwait Petroleum Corporation has remained steadfast in its purpose: to responsibly manage and maximize the value of Kuwait’s hydrocarbon resources in support of national prosperity and future generations. This mission continues to guide every decision we make. It reflects our commitment to long-term value creation, energy security, and sustainable progress. We operate as a commercially driven, globally integrated energy company, grounded in sustainable principles. In doing so, we create opportunities for our people, drive economic growth, and contribute to Kuwait’s resilience on the world stage.

Today, the global energy landscape is facing a multitude of challenges, shaped by geopolitical tensions, economic uncertainty, and growing polarization around climate policy. Amid these complexities, we remain focused on delivering reliable, affordable, and secure energy, while advancing our operations to meet the rising expectations for sustainability and responsible business conduct. Our strategic focus is clear: balancing energy security with environmental stewardship and operational excellence.

For more than four decades, the story of KPC has been deeply interwoven with the progress of Kuwait. We have fueled the nation’s growth, strengthened its fiscal resilience, and upheld its reputation as a reliable energy partner. Our partnerships across Asia, Europe, and Africa are built on trust and mutual benefit relationships that have endured for decades, and that continue to evolve through innovation and shared goals.

This enduring spirit of collaboration continued throughout the reporting period. Our commitment was reinforced through strategic international collaborations, including the long-term LNG supply agreement with Qatar Energy and the crude storage partnership in South Korea and many more of which enhance energy security, market flexibility, and Kuwait’s global reach. Our participation in leading global forums such as CERAWEEK in Houston, the Oxford Energy Seminar, and the UNFCCC Bonn Climate Change Conference further reflects our active role in shaping the dialogue on energy transition and sustainability. These engagements reaffirm our position not only as a trusted energy supplier, but as a responsible and forward-looking contributor to the world’s energy future.

As our global footprint grows, strong governance remains the foundation of our progress. The Board of Directors and the Sustainability Executive Committee continue to provide strategic oversight to ensure that our decisions balance long-term value creation with environmental and social responsibility. We are embedding sustainability metrics into performance management and leveraging digital systems to enhance transparency, accountability, and risk management.

In parallel, we are progressing toward alignment with international sustainability best practices, including the ISSB’s IFRS S1 & S2 Standards for managing climate-related risks and opportunities, ensuring that our governance approach remains forward-looking and robust. Through these measures, we ensure that every initiative, investment, and partnership contributes to our shared national objectives and strengthens stakeholder confidence.



Across the group, our people remain at the heart of our progress. Meaningful and sustained progress continues toward strengthening inclusion and empowerment. Through focused initiatives and leadership commitment, greater participation of women and people of determination is being encouraged at all levels. Notably, female representation in leadership positions increased across subsidiaries, reflecting steady advancement and showcasing that diversity is both a core value and a source of stronger performance and innovation. The aim remains clear to ensure that every employee, regardless of gender, background, or ability, finds opportunity, and purpose in their work.

This commitment to people extends to fostering engagement and wellbeing. The most recent employee engagement survey achieved an 84% score, one of the highest recorded across the Group, reflecting trust, transparency, and shared commitment throughout the organization.

Safety defines how we operate. It is the foundation on which every operation and achievement rests across KPC. We take great pride in maintaining one of the most robust safety records in the sector, reflecting decades of operational excellence and continuous improvement. During the reporting period, no employee fatalities were recorded across all subsidiaries, and the total number of injuries was reduced by nearly half compared to previous years. This progress was supported by enhanced training and awareness programs, including a notable increase in average HSE training hours for contractors,

ensuring that safety excellence extends across our entire value chain. We view this as a reaffirmation of a principle that remains non-negotiable: Our people are our greatest asset, and their wellbeing remains central to everything we do.

Looking ahead, our journey toward a lower-carbon future continues to gain momentum. Under the Energy Transition Strategy 2050, KPC is implementing projects that will enable us to achieve net-zero ambitions for Scope 1 and Scope 2 emissions by 2050. This includes continuous progress in energy efficiency, reducing gas flaring, water reuse, and responsible waste management. Moreover, we are expanding our carbon capture, utilization, and storage (CCUS) initiatives and opportunities for renewables integration in our own facilities. These are practical steps, guided by science and commercial prudence, to ensure that Kuwait's energy industry remains competitive, resilient, and responsible.

As we implement these priorities, our mission remains anchored in the principles that define us — integrity, transparency, and excellence — in all that we do. Guided by our long-term strategies, we will continue to produce and deliver energy that is cleaner, safer, and more efficient, all while we advance the implementation of these strategic targets through disciplined investment, innovation, and collaboration with research institutions and industry partners to accelerate practical decarbonization. At the same time, we will ensure that our people remain safe, protected and empowered, united by a common purpose and a shared commitment to Kuwait's sustainable prosperity.

This report, prepared in line with the applicable GRI Sustainability Reporting Standards, captures how KPC and its subsidiaries are fulfilling that responsibility through actions anchored in the Corporate Strategy 2040, the ESG Strategy, and the Energy Transition Strategy 2050, all in full alignment with the United Nations Sustainable Development Goals (UN SDGs) and Kuwait Vision 2035. It reaffirms our commitment to transparency and continued progress toward Kuwait's sustainable development goals.

The global energy transition is not a choice between old and new; it is a bridge between them. With the help of God Almighty, and with the dedication of the men and women of the oil and gas sector, KPC will continue to serve Kuwait and the world as a trusted provider of reliable energy. We will do so responsibly, efficiently, and with full confidence that our efforts today are shaping a cleaner and more prosperous tomorrow.

### Sheikh Nawaf Saud Al-Sabah

Deputy Chairman and Chief Executive Officer

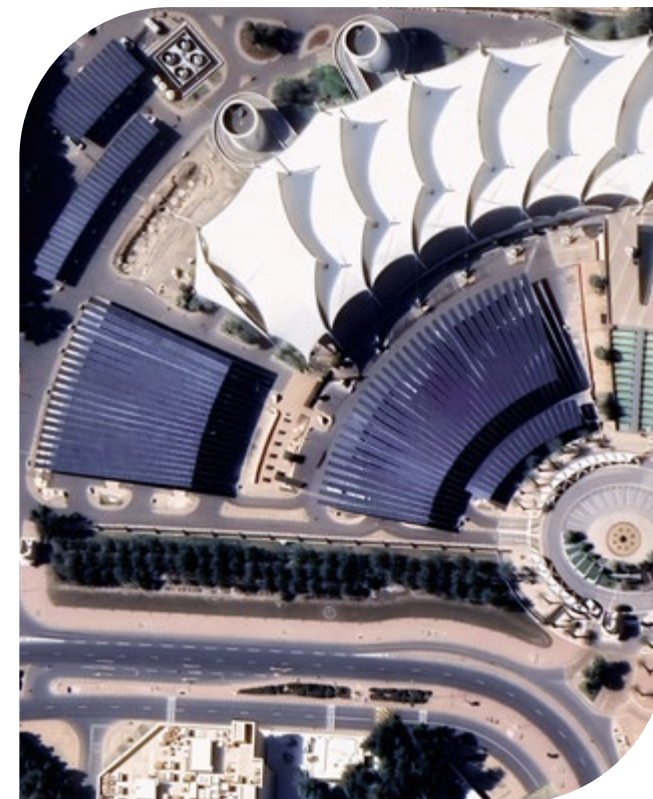
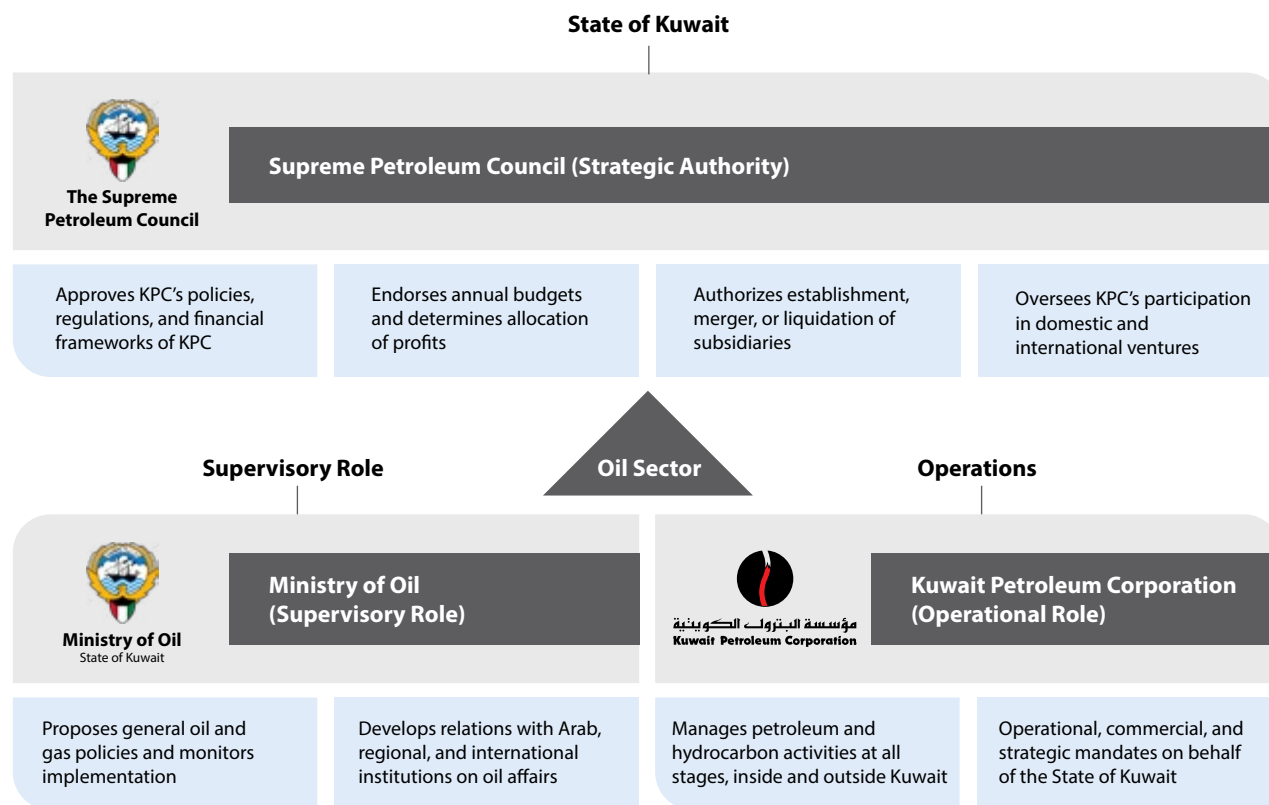


# KPC's Governance

## Governance Structure of Kuwait's Oil Industry

Established in 1980, KPC serves as the State of Kuwait's integrated oil and gas company, mandated to manage the nation's hydrocarbon resources across the value chain. While KPC operates with commercial independence and dedicated budget, it remains under the oversight of the Ministry of Oil (MOO) and is aligned with applicable State policies.

The governance of Kuwait's oil industry is structured to ensure strong oversight, clear and aligned policy direction, and efficient operational execution. This framework brings together the Supreme Petroleum Council as the highest decision-making body, the Ministry of Oil in its supervisory role, and KPC as the operational arm managing the country's petroleum and hydrocarbon activities locally and internationally.








## KPC's Corporate Structure

KPC is composed of a Head Office (corporate functions) and eight subsidiaries. This organizational structure encompasses operations in the upstream, downstream, and midstream sectors within the State of Kuwait and international joint ventures. In addition, dedicated Functional Areas provide shared services and specialized support to meet business needs and support the core activities of the Group.







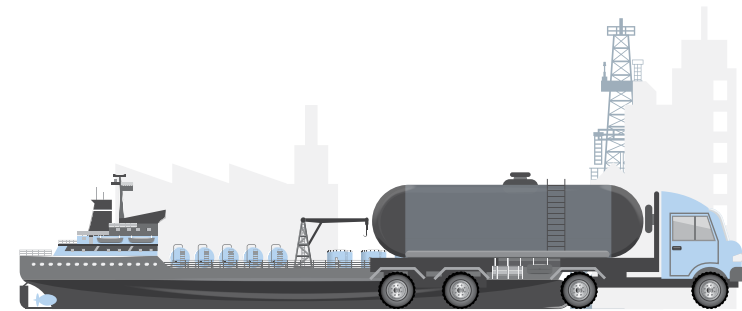
### Upstream

-  Kuwait Oil Company (KOC)
-  Kuwait Gulf Oil Company (KGOC)
-  Kuwait Foreign Petroleum Exploration Company (KUFPEC)



### Downstream

-  Kuwait National Petroleum Company (KNPC)
-  Kuwait Integrated Petroleum Industries Company (KIPIC)
-  Kuwait Petroleum International (KPI/Q8)
-  Petrochemical Industries (PIC)



### Midstream

-  Kuwait Oil Tanker Company (KOTC)
-  KPC's International Marketing (IM)


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## Upstream

KPC's upstream operations are central to Kuwait's energy sector, covering exploration, development, and production of crude oil and natural gas. These activities are managed through three key subsidiaries: Kuwait Oil Company (KOC), Kuwait Gulf Oil Company (KGOC), and Kuwait Foreign Petroleum Exploration Company (KUFPEC), while KPC manages both domestic and international operations. Together, these companies ensure Kuwait's energy security, diversify global upstream investments, and adopt practices that balance resource extraction with environmental stewardship.



### Kuwait Oil Company (KOC)

Founded in 1934, KOC is the cornerstone of Kuwait's upstream sector. Originally formed by British Petroleum and Gulf Oil (now Chevron), KOC became fully under State owned in 1975. The company oversees the exploration, development and production of Kuwait's hydrocarbon resources, currently operating 35 oil fields across the country. In addition to onshore and offshore drilling, KOC conducts extensive geological research and surveys, while being responsible for the storage of crude oil and delivery to tankers for export. The company is committed to delivering energy in ways that are both economically viable and environmentally responsible.



### Kuwait Gulf Oil Company (KGOC)

Established in 2002, KGOC oversees Kuwait's interests in the Partitioned Zone (PZ) shared resources area with the Kingdom of Saudi Arabia. Natural resources from PZ are equally divided between both countries. KGOC works in partnership with Saudi operators through Wafra Joint Operations (WJO) for onshore activities and Khafji Joint Operations (KJO) for offshore exploration and production. Through this collaboration, KGOC strengthens Kuwait's regional energy partnerships while advancing joint sustainability and resource stewardship initiatives.



### Kuwait Foreign Petroleum Exploration Company (KUFPEC)

Established in 1981, KUFPEC serves as the international upstream arm of KPC. Headquartered in Kuwait, the company operates across five continents, with offices currently in Egypt, Indonesia, Australia, Pakistan, Canada, and Malaysia. The company engages in offshore and onshore exploration, field development, and production, participating in joint ventures as both an operating and non-operating partner. Its portfolio includes exploration leases, appraisal, and development properties, and producing assets. Through its global presence, KUFPEC contributes to Kuwait's energy diversification strategy and supports knowledge transfer to the domestic upstream sector.



# Upstream




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## Downstream

KPC's downstream segment focuses on refining crude oil, processing natural gas, and manufacturing petrochemicals, in addition to distributing petroleum products both locally and internationally. This business is managed through four subsidiaries: Kuwait National Petroleum Company (KNPC), Kuwait Integrated Petroleum Industries Company (KIPIC), Kuwait Petroleum International (KPI/Q8), and Petrochemical Industries Company (PIC). These subsidiaries collectively drive value creation across the supply chain, promote clean fuel initiatives, support global markets, and expand Kuwait's role in the petrochemical industry and other petroleum products.



### Kuwait National Petroleum Company (KNPC)

Founded in 1960 and integrated into KPC in 1980, KNPC is responsible for refining, gas processing, and local marketing. KNPC operates Mina Al-Ahmadi (346 Mbpd capacity) and Mina Abdullah (454 Mbpd capacity) refineries, both equipped to process Kuwait's crude oils with total capacity of 830 Mbpd, including high-sulfur grades.

KNPC manages the distribution of petroleum products across Kuwait operating 68 filling stations, with plans to expand to over 100. The company also owns Kuwait Aviation Fuel Supply Company (KAFSCO) and holds a 60% stake in Kuwait Aromatics Company (KARO). KNPC plays a central role in ensuring energy accessibility while advancing clean fuel initiatives in alignment with national sustainability goals.



### Kuwait Integrated Petroleum Industries Company (KIPIC)

Established in 2016, KIPIC manages the Al-Zour integrated refining and petrochemical complex, one of the largest facilities of its kind in the Middle East. The complex includes Al-Zour Refinery and the Liquefied Natural Gas (LNG) Import Terminal. KIPIC's total refining capacity is approximately 615 mbpd (100% KEC), while its mixed crude refining capacity is estimated at 535 mbpd.

KIPIC was created for the efficient production of cleaner fuels to meet national energy needs, while driving value creation from maximizing integration across refinery and Petrochemical operations domestically. Guided by its principle to "Make More Possible," KIPIC emphasizes operational excellence, safety, and environmental stewardship.



### Kuwait Petroleum International (KPI/Q8)

Branded globally as Q8, KPI was established in 1983 to lead KPC's international refining and marketing operations. Today, KPI markets approximately 425 Mbpd of petroleum products through aviation fuel, lubricants, and direct sales, and operates over 4,800 service stations across Europe, along with five stations in Vietnam. Additionally, KPI operates 1,040 service stations in Sweden and Denmark, over which it has 50% ownership. KPI also has stakes in refineries in Italy, Oman, and Vietnam, enabling global reach in downstream operations with a strong presence in jet fuel supply, serving more 200 airlines across 57 airports around the world. This positions Kuwait as a reliable partner in global petroleum products and energy markets.

# Downstream




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### Petrochemical Industries Company (PIC)

Established in 1963, PIC is the petrochemical subsidiary of KPC, PIC strategic holding stakes in international joint ventures with Gulf Petrochemicals Industries Company in Bahrain (GPIC), SK Advance in South Korea, and Wanhua Chemical in China.

PIC is pursuing expansion, targeting 14.5 Mtpa in base petrochemicals and 1.2 Mtpa in derivative products by 2040.

Through investments in both domestic and international projects, PIC strengthens Kuwait's position in the global petrochemicals sector, focusing on sustainable growth and diversification beyond crude oil.





### Midstream

KPC's midstream business secures the transportation, storage, and marketing of crude oil, natural gas, and refined products. The Kuwait Oil Tanker Company (KOTC) KPC's primary midstream subsidiary, operates a modern fleet of tankers to ensure the safe and efficient delivery of hydrocarbons worldwide. Complementing this, KPC's International Marketing sector contributes to KPC's Midstream operations by managing the global sale of Kuwaiti crude and petroleum products, reinforcing Kuwait's reputation as a reliable energy supplier while enhancing trade resilience.



#### Kuwait Oil Tanker Company (KOTC)

Established in 1957 and acquired by KPC in 1980, KOTC is responsible for transporting Kuwait's crude oil, refined products, and liquefied petroleum gas (LPG) worldwide. KOTC also operates Kuwait's Marine Agency, managing tanker calls at local ports, and oversees domestic LPG filling.

Operating crude, refined product and LPG carriers, KOTC ensures secure global export routes for Kuwaiti oil. Moreover, KOTC deploys ongoing investment in building technologically advanced, fuel-efficient vessels that comply with international safety and environmental standards.

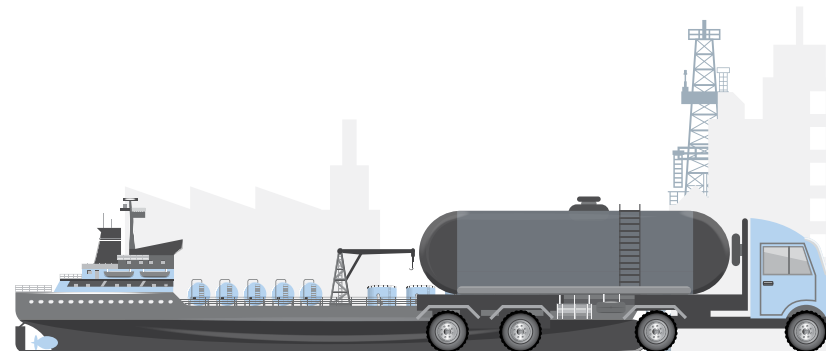


#### KPC's International Marketing

International Marketing seeks to optimize the value of Kuwaiti hydrocarbons by securing reliable, long-term, and diversified outlets. The sector also focuses on expanding asset-backed trading activities to enhance value realization, while proactively managing market and price risks through the development and optimization of strategic storage capabilities within Kuwait and internationally, strengthening supply security and ensuring reliable delivery of Kuwaiti crude to global markets.



# Midstream





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- 2** - Kaybob Natural Gas Project ( **Canada** )
- 3** - EQUATE - United State Ethylene Glycol Production Facilities
- 4** - Retail Fuel Stations ( **Sweden** )
- 5** - Regional Office ( **Netherlands** )
- 6** - Regional Office ( **London** )
- 7** - Q8 branch for manufacturing and marketing lubricant oil ( **Belgium** )
- 8** - EQUATE Specialty Petrochemicals Production ( **Germany** )
- 9** - Retail Fuel Stations ( **Italy** )
  - Milazzo Refinery ( **Italy** )
  - Lubricant Oil Manufacturing Facility in Milan ( **Italy** )
  - Hydrocarbon Storage and Supply Terminal ( **Italy** )
- 10** - Retail Fuel Stations ( **Belgium, Netherlands, Luxembourg, Denmark** )
- 11** - Retail Fuel Station ( **Spain** )

- 12** - Geisum Oil Project ( **Egypt** )
  - Northeast Ameriya Sector Exploration ( **Egypt** )
- 13** - Kuwait Oil Company & Kuwait Gulf Oil Company: Oil and Gas Fields ( **Kuwait** )
  - Refineries: Mina Abdullah, Mina Al-Ahmadi, Al-Zour ( **Kuwait** )
  - Retail Fuel Stations of Kuwait National Petroleum Company ( **Kuwait** )
  - LPG Cylinder Filling Plants: Umm Al-Aish and Shuaiba ( **Kuwait** )
- 14** - Gulf Petrochemical Industries Company ( **Bahrain** )
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- 24** - Specialty Petrochemical Plants ( **South Korea** )
  - SK Advanced and PEC Global: Basic and Specialty Petrochemical Facilities ( **South Korea** )
- 25** - Regional Office ( **Japan** )
- 26** - Wheatstone LNG Project ( **Australia** )



## KPC's Recognitions and Awards

KPC and its subsidiaries' have received numerous prestigious awards and certifications, reflecting their continued commitment to excellence and adherence to the highest standards.

During Kuwait Quality Week, KPC was honored for its achievements in quality, safety, and energy performance. This acknowledgment reinforced KPC's commitment to continuous improvement and operational excellence.

Consistently, KNPC received the 2024 CISO Award for "Cyber Fortress" design, highlighting the company's integration of cybersecurity within its safety systems. The company also earned top health ratings from the Ministry of Health and international safety awards from the British Safety Council for its operations and property management division.

Similarly, KIPIC further demonstrated its leadership in workplace safety by earning the Royal Society for the Prevention of Accidents (RoSPA) Gold Award for health and safety performance- placing it among top global organizations in this domain. The inauguration of the Al-Zour Refinery was accompanied by initiatives to ensure compliance with internal standards, reinforcing the link between operational expansion and safety excellence.





# Towards a Sustainable Future



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1



# Framing Our Sustainability Journey



Pillar 2: **Economy**

Pillar 3: **Infrastructure**

Pillar 4: **Living Environment**

Pillar 6: **Human Capital**

Pillar 7: **Global Position**





## Our Sustainability Ambition and Progress



**Our Vision is to supply energy resources of the lowest emissions intensity globally.**



**Sheikh Nawaf Saud Al-Sabah**  
Deputy Chairman and CEO





## Case Study

### Dialogue with KPC Leadership at CERAWeek 2025

During CERAWeek 2025, KPC leadership outlined its strategic vision for balancing production growth with sustainability. Deputy Chairman and CEO Sheikh Nawaf Saud Al-Sabah and Managing Director of Planning and Finance Bader Al-Attar highlighted KPC's positioning as a low-cost, low-carbon oil producer while investing in renewable energy, carbon capture, and digital transformation. The Corporation aims to reach 4 million barrels/day production capacity by 2035 and significantly expand solar energy capacity to achieve net-zero ambitions for Scope 1 and Scope 2 GHG emissions.



#### Balancing Growth and Sustainability

- Targeting 4 million barrels/day production capacity by 2035, with sustained output thereafter.
- Emphasis on low-cost, low-carbon barrels, ensuring Kuwait's crude remains competitive in global energy markets.
- Strong commitment to decarbonization, focusing on carbon capture, renewables energy, and operational efficiency.



#### Energy Transition and Market Outlook

- Oil demand will persist through any energy transition, with Kuwait positioned as a reliable long-term supplier.
- Demand uncertainties exist, but Kuwait's strategy is built around sustainability and quality of reserves.
- Recent offshore exploration successes (NOA and J fields) are set to expand reserves significantly.



#### Capital and Investment Strategy

- Diversified investment across upstream, downstream, and petrochemicals.
- Utilizing Integrated Production Management (IPM) and collaborations with international service companies to unlock tight reservoirs such as Bahra and Mutriba.
- Strategic crude storage in Japan and South Korea to enhance customer security and supply reliability.



#### Technology, AI, and Digital Transformation

- KPC deploys Artificial Intelligence (AI) and internal AI models for seismic interpretation, drilling optimization, and predictive maintenance.
- Digital transformation enhances production efficiency, safety (HSSE), and cost management.
- Kuwait has signed Framework Agreement with hyperscaler like Google & Microsoft to enable the country to develop trier required infrastructure for digitalization & AI adaption which is leveraged by KPC & Subsidiaries.



#### Decarbonization

- KPC operations consume approximately 10% of Kuwait's power. Our aim to advance renewable energy development, integrate it into our operations to achieve net-zero ambitions for Scope 1 and Scope 2 GHG emissions.
- Gas remains central as a transition fuel, backing solar expansion and powering new industries (including data centers).





# Performance Highlights

## Environment (E)



Domestic Upstream Scope 1 Emissions<sup>b</sup>  
**29% ↓**



Hazardous Waste Generation<sup>b</sup>  
**2,405 Mt ↓**



Domestic Upstream Ground Water Withdrawal<sup>b</sup>  
**35.8% ↓**



HSSE and Energy Transition Budget<sup>b</sup>  
**80% ↑**



SOx Emissions<sup>b</sup>  
**~12% ↓**



Domestic Upstream Scope 1 Emissions Intensity<sup>a</sup>  
**8.5 Kg/BOE**



Waste Reused/Recycled/Recovered<sup>c</sup>  
**~30%**

(a) FY 2023-2024

(b) Compared to FY 2023-2024 reporting period

(c) FY 2024-2025

For more information refer to the Appendix C



# Performance Highlights

## Social (S)



Total Number of National Employees <sup>a</sup>

**22,631**



Female Executive Leaders <sup>b</sup>

**6**



National Employees <sup>c</sup>

**~6% ↑**



Employees with Disabilities <sup>a</sup>

**65**



Total Training Hours <sup>a</sup>

**700,740**



Employee Engagement <sup>a</sup>

**84%**

(a) FY 2024-2025

(b) CEOs and DCEOs

(c) Compared to 2023-2024 reporting period  
For more information refer to the Appendix C



## Performance Highlights

### Governance (G)



Significant Legal Non-Compliance Cases

**0**



Subsidiaries Compliant With ISO 31000:2018

**75%**



Confirmed Corruption Cases

**0**



Internal Ethics Audits Completed

**5**



External Complaints on Privacy Breaches

**0**



Female Representation Among Board Members <sup>a</sup>

**29%**

(a) KPC HO  
All metrics above represent FY 2024-2025  
For more information refer to the Appendix C



## KPC's Strategic Framework



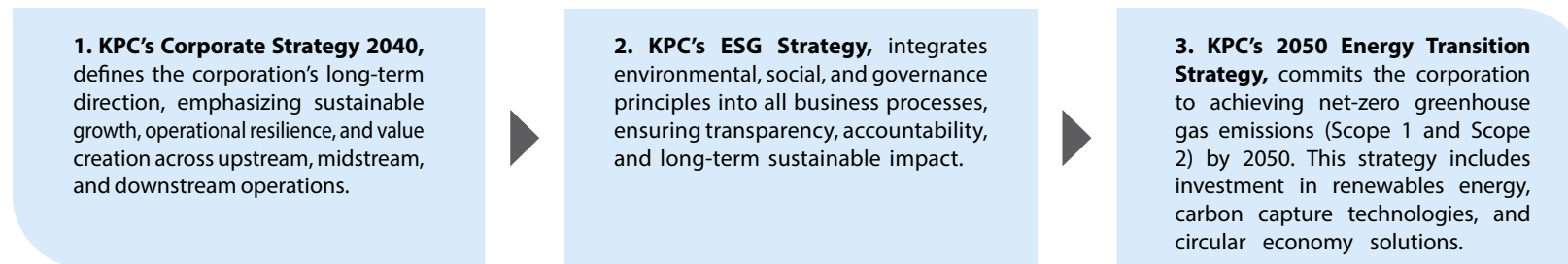
**At KPC, we are committed to our stakeholders, focusing on their well-being and prosperity. Our mission is to optimize the value of Kuwait's hydrocarbon resources through sustainable and globally integrated operations, contributing to Kuwait's economic development while offering growth opportunities for our people.**

**Sheikh Nawaf Saud Al-Sabah**  
Deputy Chairman and CEO



KPC approaches the future with a unified strategic framework that balances operational excellence, sustainability, and the global energy transition. Recognizing the scale of transformation facing the oil and gas industry, KPC has aligned its long-term ambitions with Kuwait's national development goals and international sustainability goals.

This framework is built upon three interconnected strategies:

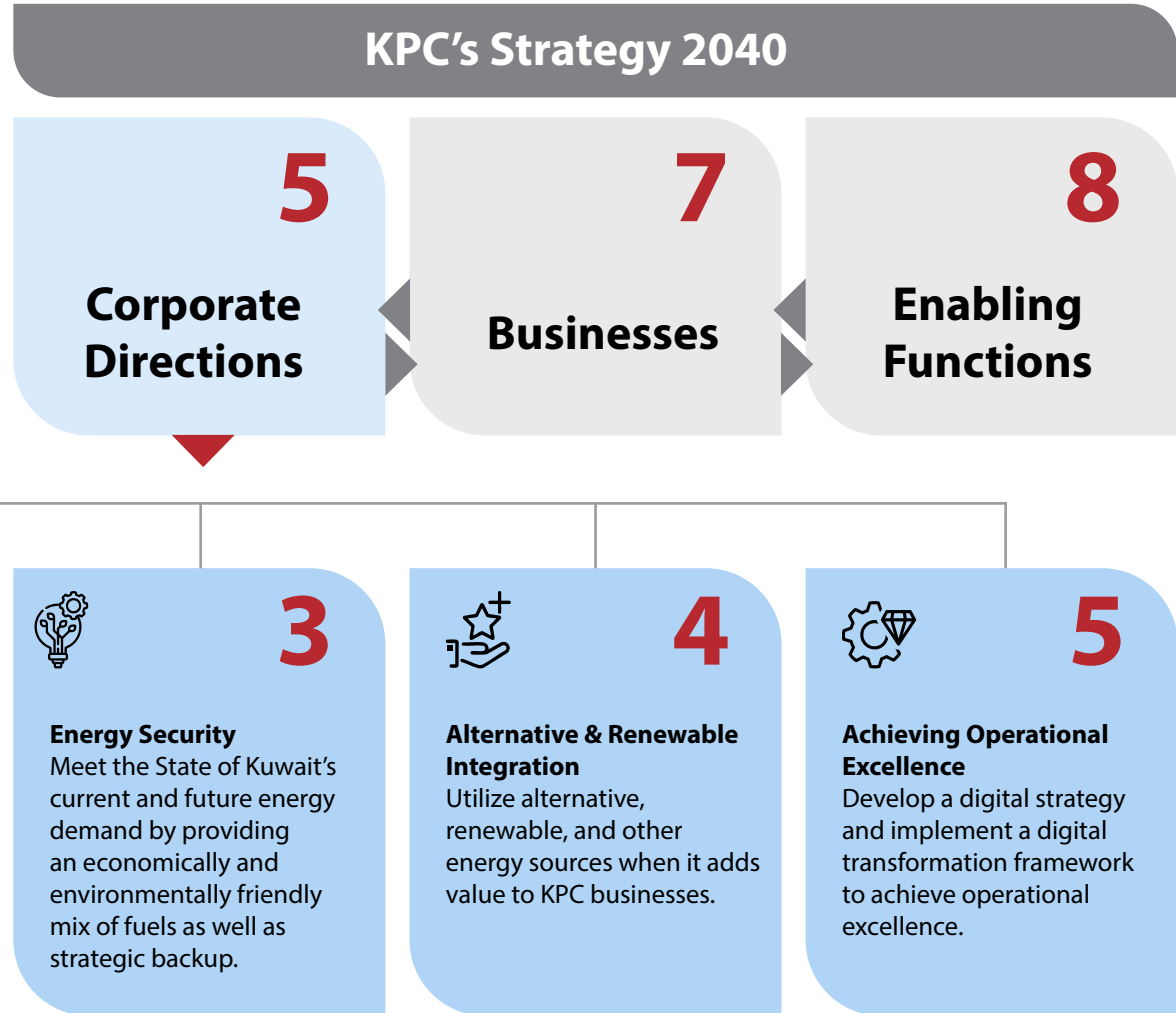


Together, these strategies address different yet complementary priorities: securing a reliable energy supply, advancing Kuwait's role in the global energy market, and responding to the urgent call for decarbonization. By integrating these pillars into a unified roadmap, KPC ensures that business growth, sustainability, and energy transition reinforce one another, creating a resilient pathway for the decades ahead.



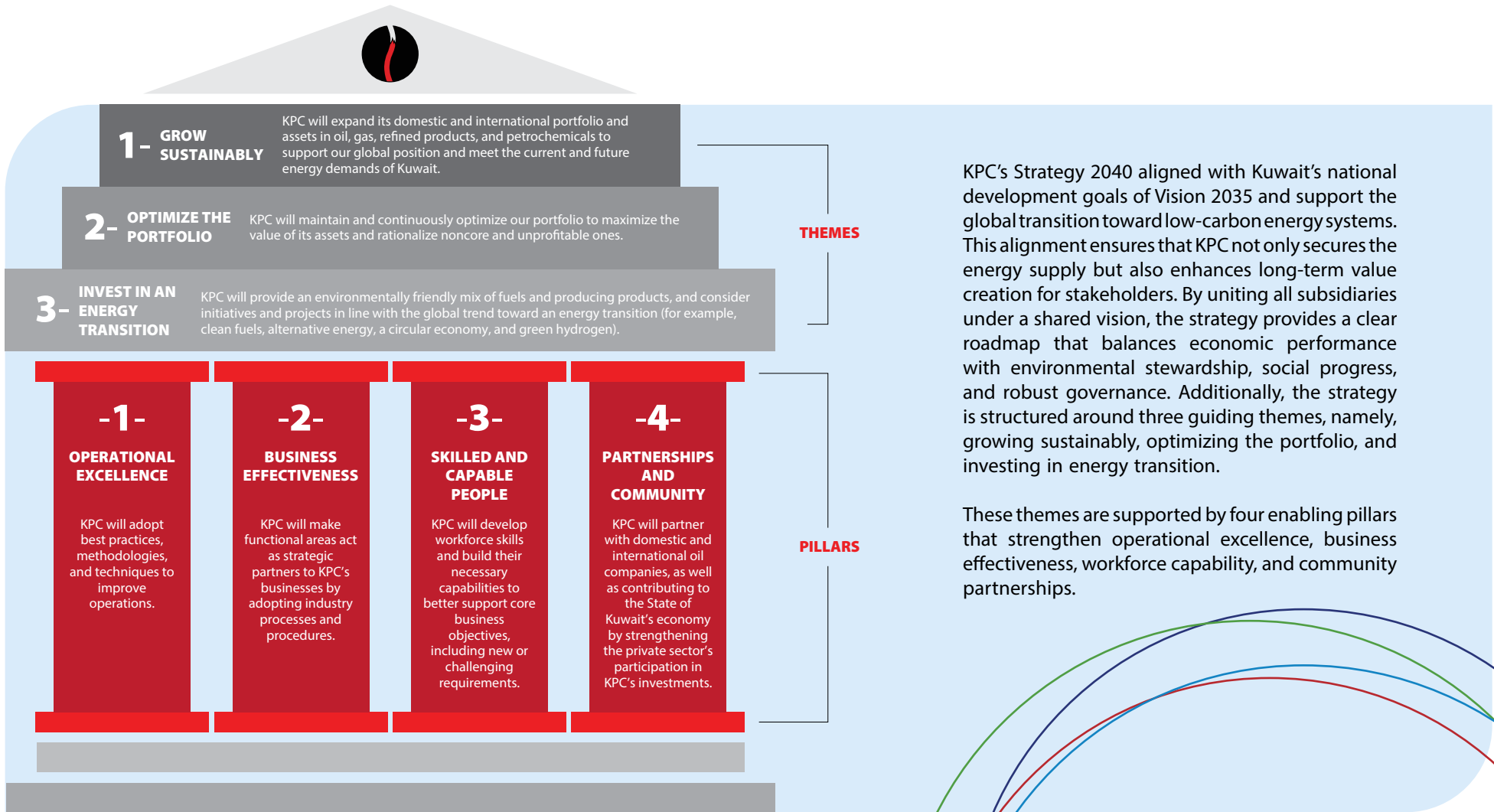
# KPC's Corporate Strategy

**KPC's Strategy 2040** outlines a bold and forward-looking roadmap that integrates ambition with long-term vision. Instead of focusing solely on production growth and operational expansion, the strategy places sustainability, resilience, and ESG integration at the core of KPC's long-term vision.





# KPC's Strategy 2040





## KPC's ESG Strategy

KPC is committed to shaping a sustainable energy future by aligning its operations with global climate goals, Kuwait's Vision 2035, and its own long-term strategy. Through its ESG Strategy, KPC is embedding sustainability across all aspects of its business, from upstream exploration to downstream refining and petrochemicals, and midstream transport and marketing. The ESG strategy has been formally presented and endorsed by the Board of Directors, with active engagement from members to ensure governance structures are aligned with the long-term sustainability priorities.

**Our sustainability journey is anchored around 5 commitments**

**1.**



### COMPLYING WITH REGULATIONS AND STANDARDS

We conform to all socioeconomic and environmental regulations and strive to meet international sustainability standards in all locations where we operate.

**2.**



### REMAINING RESPONSIBLE FOR OUR PRODUCTS

We produce, market, and distribute innovative and safe products that have a low environmental impact.

**3.**



### MINIMIZING ENVIRONMENTAL IMPACT

We prevent pollution and the negative impact of our operations by reducing waste and emissions and by using resources efficiently.

**5.**

### CONTRIBUTING TO ECONOMIC GROWTH AND ENGAGING WITH LOCAL COMMUNITIES

We promote both direct and indirect economic growth through local initiatives and products, assess the impact of our operations on local communities, and seek opportunities to foster community development.



**4.**



### PROMOTING HEALTHY LABOR PRACTICES

We adopt labor practices that encourage decent work and contribute to the development and wellbeing of our employees and contractors.

KPC's ESG Strategy is anchored in its comprehensive materiality assessment, that identified eighteen topics deemed most important to stakeholders and with the greatest potential for impact. This assessment ensures that KPC's sustainability efforts are both relevant and responsive to stakeholders expectations.

Of the eighteen topics, eleven have been prioritized for immediate action, guiding initiatives across environmental, social and governance areas in alignment with global best practices and Kuwait's Vision 2035. The remaining seven topics will be progressively integrated into the ESG scope over the coming years, ensuring a phased and forward-looking approach.



# KPC 2050 Energy Transition Strategy

[KPC's 2050 Energy Transition Strategy](#) outlines a forward-looking roadmap to balance energy security with climate action. It reflects KPC's commitment to global decarbonization pathways while ensuring resilience, competitiveness, and long-term value creation.



## Mission

KPC continues to act as a responsible hydrocarbon producer, driving the sustainability of its own operations and lowering GHG emissions, and leverages its unique platform to develop new energy businesses.



## Vision

Supply energy resources at lowest emissions intensity globally, commit to achieve net-zero Scope 1 and Scope 2 GHG emissions for KPC by 2050 and selectively invest in new alternative energies.





### Context

Global energy demand is expected to increase by 50% by 2050, with hydrocarbons still essential despite climate pressures. As Kuwait's State-owned oil corporation, KPC must balance its role as a reliable energy supplier with its net-zero 2050 commitment.

### Challenge

- Rising global energy demand alongside urgent climate action.
- Calls to halt new oil and gas investments risk energy security.
- Need to decarbonize while sustaining Kuwait's economic reliance on hydrocarbons.

### Strategy

KPC's 2040 Strategy and Net-Zero 2050 Roadmap are anchored on two pillars:

- 1.Cutting Emissions Abatement: Achieving Zero Net Flaring by 2040, advancing CCUS projects; improving energy efficiency, Scaling up renewables, and deploying afforestation initiatives.
- 2.New Energy Investments: Expanding into electric vehicle (EV) charging, investment in hydrogen technology, and sustainable aviation fuels (SAF).

### Results

- Gas flaring reduced from 10% in 2015 to less than 0.5% in 2021 in a decade.\*
- Mina Abdullah Refinery ranked among the top in the globally in safety and risk index.
- Offshore discovery of Nokhitha-1 opens new frontier for Kuwait's energy.
- Low-carbon barrels give KPC a global competitive advantage in the sustainable energy market.

\*KOC Only

### Lessons

- Energy transition must be gradual and inclusive, not abrupt.
- Hydrocarbon investment remains vital for energy security globally.
- National oil companies can lead by combining reliable energy supply with decarbonization efforts and renewable energy diversification.

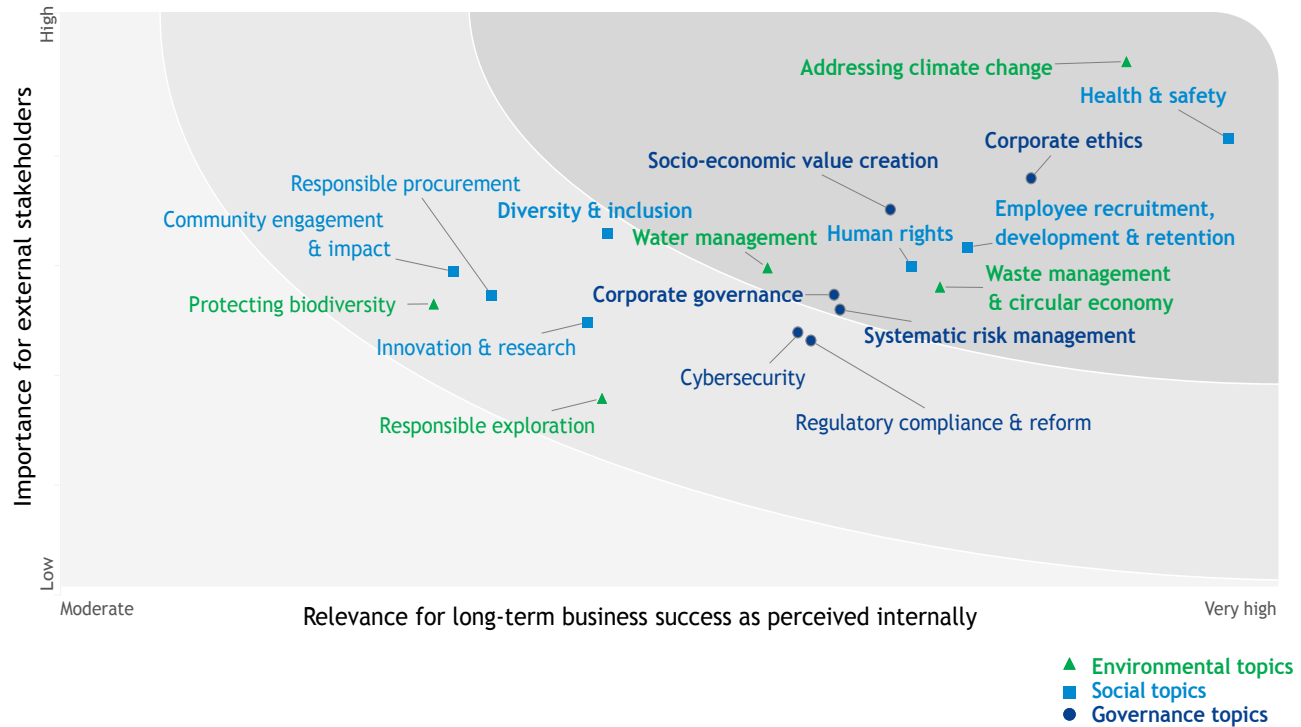


# Materiality Assessment and Stakeholder Engagement

During FY 2022-2023, KPC conducted a comprehensive materiality assessment that engaged over eighty stakeholders and benchmarked industry practices to identify and prioritize eighteen ESG topics considered most critical to KPC's business and stakeholders' interests. This exercise formed the foundation of our sustainability strategy and directly informed the eleven ESG goals currently guiding our Group.

For the FY 2023-2024 and FY 2024-2025 reporting cycle, there were no major changes in our business activities, relationships, or organizational structure. This leaves the outcomes of the FY 2022-2023 materiality assessment valid and continues to align with KPC's long-term strategy. The ESG priorities identified include climate change, water and waste management, health and safety, diversity and inclusion, human rights, and governance. These topics are embedded within KPC's sustainability roadmap and drive our ESG directive. They remain central to our operations and stakeholder engagement; ensuring continuity and focus as we advance toward our net-zero vision.

**KPC's Materiality Matrix**



KPC's sustainability reinforcing journey is closely aligned with the Kuwait's Vision 2035 reinforcing its role in advancing national development priorities. The ESG Strategy not only reflects global sustainability imperatives but also contributes directly to the realization of the Kuwait Vision 2035. By embedding ESG topics into its strategic framework, KPC positions itself as a key enabler sustainable progress.

To demonstrate practical implementation, KPC maps its commitments to the most material ESG topics, highlighting how sustainability goals are embedded across the business functions. These topics align ESG Strategy, the UNSDGs and the New Kuwait Vision 2035 pillars. The table summarizes each material topic with a selected description of KPC's current commitments and actions.





### KPC's Material Topics Mapping

Material Topic	Definition	KPC's ESG Strategy Mapping	UNSDGs Mapping	Kuwait Vision 2035 Mapping
<b>Addressing climate change</b>	Covers company's impact on climate change and its mitigation strategy including carbon footprint reduction initiatives and energy transition strategy.			
<b>Water management</b>	Covers water accounting (withdrawal, consumption, discharged), including freshwater consumption and quality of water discharged.			
<b>Waste management &amp; circular economy</b>	Covers transparency on waste sources, quantity, disposal, reduction measures and the company's circularity strategy (new business models, circularity of full value circle).			
<b>Socio-economic value creation</b>	Covers direct and indirect socio-economic impact in operated countries through economic contribution to state, local employment, local procurement, donations.			
<b>Health and safety</b>	Covers occupational health & safety, including safe site operations & processes and prevention of major accidents.			
<b>Employee recruitment, development &amp; retention</b>	Covers the wellbeing of employees and contractors, including training opportunities and satisfaction.			
<b>Diversity and inclusion</b>	Covers equal opportunities, from gender to age to race & ethnicity.			
<b>Human rights</b>	Covers the monitoring and performance of the organization on United Nations Human Rights:			
<b>Corporate governance</b>	Covers the structure through which a company is governed and led, its transparency and how ESG is embedded in it.			
<b>Systematic risk management</b>	Covers enterprise risk management on E, S and G dimensions.			
<b>Corporate ethics</b>	Includes company's values and principles and how they are applied in business practices: code of ethics, whistleblower policies and systems, commitment to ethical practices.			



- Pillar 2: Economy
- Pillar 3: Infrastructure
- Pillar 4: Living Environment
- Pillar 6: Human Capital
- Pillar 7: Global Position

- Environmental (E)
- Social (S)
- Governance (G)

- Remaining responsible for our products
- Complying with regulations and standards
- Contributing to economic growth and engaging with local communities
- Promoting healthy labor practices
- Minimizing environmental impact



Corporate Governance

Ethical Standards

Business Resilience

Safety Leadership

### Towards a Sustainable Future



Kuwait Petroleum Corporation and subsidiaries | مؤسسة البترول الكويتية وشركاتها

# 2



## Strengthening Governance Structure



Pillar 2: **Economy**

Pillar 6: **Human Capital**

Pillar 7: **Global Position**





## Corporate Governance



KPC recognizes that strong corporate governance is essential to maintaining its position as a trusted steward of the Kuwait's hydrocarbon resources. As a State-owned enterprise, KPC and its subsidiaries are tasked not only for delivering operational and financial performance, but also with upholding the highest standards of transparency, accountability, and ethical conduct.

KPC's governance structure is designed to safeguard stakeholder interests, guide long-term strategic direction, and ensure that decision-making remains robust and aligned with both national policy objectives and global sustainability imperatives.

### Governance Framework and Oversight

At the core of KPC's governance structure is the Board of Directors, the Corporation's highest governing body. Board members are appointed in accordance with the Amiri Decree, reflecting the State's ownership and oversight of KPC. The Board of Directors consists of the Chairperson of the Board and the Deputy Chairperson, and seven members, supported by three specialized sub-committees: the Supreme Executive Committee, the Executive Compensation Committee, and the Audit and Risk Committee. These committees play a vital role

in translating strategic objectives by reviewing financial and operational performance, ensuring compliance, and overseeing risk management. At the subsidiary level, Boards of Directors adopt a similar structure by forming their own Board committees with specialized duties in areas such as audit, projects, and succession planning, ensuring governance continuity and consistency and alignment across the KPC Group.

KPC's governance framework delivers tangible benefits across the KPC Group. Strong governance has reinforced cooperation, brand reputation, improved capital expenditure efficiency, and fostered a constructive work culture. At the same time, while governance structures can occasionally slow down decision-making due to the need for multiple approvals. The Board and management have instituted mechanisms for urgent meetings, ensuring timely responses to pressing issues. Initiatives such as incorporating deep-dive discussions into Board agendas also strengthen the decision-making capacity of leadership and ensure governance remains proactive and forward-looking.



Corporate  
Governance

Ethical  
Standards

Business  
Resilience

Safety  
Leadership

## KPC's Board Members \*



**Tareq Sulaiman Al-Roumi**  
Chairman of KPC Board



**Sheikh Nawaf Saud Al-Sabah**  
Deputy Chairman  
and CEO - KPC



**Aseel Suleiman Al-Munifi**  
Board Member



**Sheikh Saoud Salem Al-Sabah**  
Board Member



**Wafa Ahmed Al-Qatami**  
Board Member



**Yousef Khaled Al-Qabandi**  
Board Member



**Yousef Abdullah Al-Yateem**  
Board Member

## KPC's Top Management



**Sheikh Nawaf Saud Al-Sabah**  
Deputy Chairman  
and CEO - KPC



**Sheikh Khaled Ahmad Al Sabah**  
MD International Marketing



**Hesham Ahmad Al Refae**  
MD Human Resources and  
Corporate Services



**Bader Ebrahim Al Attar**  
MD Planning and Finance

## Subsidiaries' Top Management



**Ahmad Jaber Al Eidan**  
CEO - KOC



**Wadha Ahmad Al Khateeb**  
CEO KNPC  
and Acting CEO KIPIC



**Eisa Abdulrahman Al Maraghi**  
CEO - KUFPEC



**Bader Ahmad Al Munaifi**  
CEO\*\* - KGOC



**Nadia Bader Al Hajji**  
CEO - PIC



**Shafi Taleb Al Ajmi**  
CEO - KPI



**Sheikh Khaled Ahmad Al Sabah**  
Acting CEO - KOTC

\* Refer to Appendix B for the full breakdown

\*\* As of December 2025



## KPC's Board Competencies and Responsibilities

KPC's Board plays a multi-faceted role in overseeing the effectiveness of governance systems. Beyond aligning corporate strategy with regulatory and ethical standards, the Board provides direct oversight of sustainability processes to ensure integration with KPC's strategic goals. This includes monitoring the implementation of the ESG strategy, reviewing Key performance measures (KPMs) for relevance and effectiveness, and evaluating the impact of policies on financial, environmental, and stakeholder outcomes.

Regular progress reports and data analyses allow the Board to identify successes, challenges, and opportunities for improvement, enabling strategic adjustments where necessary. Reviews are carried out on a quarterly basis to monitor progress, with comprehensive annual evaluations to assess overall effectiveness, set new targets, and incorporate stakeholder feedback. The Board maintains the flexibility to convene special sessions in response to critical incidents or significant ESG developments. This ensures accountability, promotes continuous improvement, and reinforces alignment with global governance and sustainability best practices.

KPC's Board is composed of both executive and non-executive members, selected for their diverse professional background and expertise. Stakeholder views, diversity, independence, and competencies relevant to impact of the organization are considered in the nomination and selection of Board members, and stakeholder representation on the Board follows the Amiri Decree framework. Subsidiary boards contribute additional technical and managerial knowledge, with members experienced in geology, engineering, petrochemicals, finance, and international marketing. This diversity of competencies across the Group enhances the depth and effectiveness of KPC's overall governance structure.





## Delegation of Responsibility and Risk Oversight

KPC maintains a clearly defined delegation of responsibility across leadership structure. At the highest level, the CEO holds ultimate accountability for steering the Corporation. Managing Directors for Planning & Finance, Human Resources & Corporate Services, and International Marketing are responsible for overseeing specific areas of economic, social, and environmental impact. These senior executives are supported by departmental teams, ensuring that impact management is embedded throughout the organization.

## Governance Reporting

To reinforce effective governance, KPC continues to strengthen the capabilities of its leadership and management teams through targeted development and engagement programs. Executive learning sessions, policy-alignment workshops, and leadership forums are conducted across the Group to deepen understanding of emerging sustainability priorities, risk trends, and evolving regulatory expectations. These initiatives equip decision-makers with the knowledge and tools required to navigate complex strategic issues and ensure that governance practices remain current, responsive, and aligned with both national objectives and global best practices. By investing in governance capacity, KPC enhances leadership readiness and supports a more resilient, forward-looking decision-making culture across the Corporation.

## Reporting Structure

Reporting to the Board follows a structured schedule. Reports are initially reviewed and approved by senior executives, before being presented to the Board for discussion, feedback, and action planning. Consistently, updates are provided on a quarterly basis, comprehensive reports submitted annually, and special reports issued as needed. Subsequently, the Board, supported by its committees, reviews and approves reported information, including material ESG topics, ensuring that sustainability considerations are embedded in strategic decisions-making.





## Risk Oversight

Risk oversight is a core component of KPC's governance and reporting structure. The Board of Directors approves the Enterprise Risk Management (ERM) Policy, with assurance provided by the Audit and Risk Committee. The CEO holds ultimate accountability for risk governance, while the Managing Director of Planning & Finance is responsible for establishing and maintaining ERM processes.

The Risk Operating Committee (ROC), supported by the Corporate Risk Management Department (CRMD), monitors performance and oversees implementation across KPC and its subsidiaries. On the other hand, CEOs and Managing Directors in the KPC Group are accountable for managing risks within their respective operations. Throughout the process, Internal Audit ensures that risk management processes are properly monitored and controlled at all levels. Importantly, ESG-related risks are integrated into KPC's high-risk register, enabling leadership to make informed strategic and investment decisions that balance long-term risks with emerging opportunities.

## Evaluation and Accountability

KPC embeds accountability across its governance system to ensure effective oversight, transparency, and continuous improvement. The performance of the Board of Directors is assessed through an independent evaluation process that reviews governance effectiveness, decision-making quality, and adherence to the best practices.

In parallel, the Board reviews the Quarterly Performance Report (QPRs) which focus on the operational and

financial performance of KPC and its subsidiaries. This process ensures oversight of corporate results and alignment with strategic objectives, while remaining distinct from the independent evaluation of the Board's own performance. By reflection, subsidiaries follow comparable procedures, submitting Board minutes, resolutions and performance updates for shareholder-level reviews to maintain Group-wide on expectations and results.

KPC's Remuneration policies are designed to reinforce accountability and align incentives with long-term value creation. For Board members, only fixed annual awards are provided, hence, there are no sign-on bonuses, termination payments, clawbacks, or retirement benefits.

For senior executives, fixed compensation includes a basic salary, cost-of-living allowance, child allowance, and car allowance, with an annual 7.5% increase applied to the basic salary. Variable incentive bonuses are tied to the achievement of strategic and sustainability objectives and may reach up to six times the basic salary for Chief Executive Officers and five times for Deputy Chief Executive Officers. The remuneration framework is designed and updated by the Human Resources Center of Excellence and formally approved by the Supreme Petroleum Council. Notably, there are no external remuneration consultants engaged in this process, while shareholder or stakeholder votes on remuneration policies are currently not integrated.

Through independent evaluation, responsive follow-through, and incentive alignment create a clear line of sight between performance, the management of impacts on the economy, environment, and people, and Board decision-making across the reporting cycles.

## Building Governance Capacity

KPC recognizes that effective governance depends on the skills and awareness and engagement of its leadership. Therefore, it has begun strengthening Board-level knowledge of sustainability and the impacts of the Group's operations on the economy, environment, and society. In a similar vein, subsidiaries have taken further steps with field visits, capacity-building workshops, and training sessions, which provide directors with first-hand exposure to operations and evolving ESG topics. These initiatives ensure that governance bodies are not only focused on oversight but are also equipped to proactively address sustainability challenges and contribute to informed, impact-driven decision-making.





## Ethical Standards

KPC considers corporate ethics as core material topic and an essential foundation of long-term value creation. By embedding integrity and accountability into all aspects of its operations, KPC aims to safeguard stakeholders' trust and ensure that its subsidiaries operate responsibly across the entire value chain. Maintaining high ethical standards not only strengthens relationships but also enhances KPC's reputation among international investors whose priorities increasingly align with ESG values.

### Ethical Principles and Governance

KPC's Code of Conduct forms the foundation of its ethical governance framework, establishing clear expectations for employees, contractors, suppliers, and partners across all subsidiaries. These commitments draw on the principles of the United Nations and the International

Labour Organization (ILO) declarations, ensuring alignment with globally recognized agreements. It is widely communicated, readily accessible to all employees, and supported by training programs that embed ethical considerations into everyday decision-making.

The Board of Directors oversees the review and approval of the Code, including any revisions and amendments to its contents. To promote transparency and accessibility, the Code of Conduct is published on KPC's website, internal portal, and distributed throughout the Group.

### Grievance Mechanism and Ethical Audit

KPC has established a Grievance Committee governed by a dedicated charter, offering employees a structured channel to raise concerns and share suggestions. This mechanism is supported by the Internal Audit function, which performs regular compliance audits

to ensure complete and continuous implementation of policy guidelines and alignment with corporate ethical practices. Together, these measures reinforce workplace accountability and build a culture rooted in transparency and ethical integrity.

To ensure a seamless and accessible process, formal escalation procedure is in place for critical concerns, as outlined in the Code of Conduct. Accordingly, issues may be elevated to the CEO and the Board as required, based on the nature and significance of the concern and its potential implications. Across subsidiaries, comparable mechanisms are in place, including local grievance committees, compliance officers, and externally managed whistleblowing platforms. These tools are designed to be accessible and responsive to employee needs. Some subsidiaries provide 24/7 reporting access for employees and contractors, while others maintain multiple reporting pathways to ensure that all concerns are appropriately addressed. This multilayered system ensures that ethical conduct and transparency are consistently upheld across the Group.





## Preventing and Addressing Negative Impacts

KPC employs both preventive and corrective measures to manage ethical risks. Preventive efforts include training on the Code of Conduct, periodic policy reminders, and internal audits. Corrective actions may involve disciplinary procedures or referrals to relevant authorities when violations are identified. Subsidiaries support these efforts through compliance officers, legal counsel, and specialized committees responsible for monitoring adherence to the Code of Conduct and other ethical practice policies.

In recent years, KPC has expanded its ethics audit program, with several undertaking external assessments to impartiality and align practices with international standards. During FY 2023-2024, KPC recorded no critical concerns related to ethical behavior, however, in FY 2024-2025, one concern was formally escalated to the highest governance body and was addressed according to KPC's formal procedures

KPC also reported no significant instances of non-compliance with laws or regulations during the reporting period, and no fines or sanctions were issued. These results underscore the effectiveness of KPC's ethics and compliance framework in maintaining high standards of conduct across the Group.

## Enhancing Ethical Culture

KPC reinforces its ethical culture by ensuring that anti-corruption policies and procedures are consistently communicated across the organization. These policies apply to all employees, from senior leadership to

operational teams, as well as to business partners and contractors. This broad reach ensures that ethical expectations extend throughout the value chain.

Beyond communication, KPC promotes an ethical corporate culture by delivering training programs tailored to different workforce segments addressing expectations and responsibilities. These initiatives aim to foster awareness of anti-corruption principles into daily operations and decision-making at every segment level of the workforce. Although participation rates vary by employee group, the structured delivery approach supports the organization's goal of broad ethical engagement, not limited to leadership roles.

To further strengthen ethical governance, KPC plans to expand its ethics audit program to include third-party assessments and implement an independent whistleblowing platform. This platform will enable employees, contractors, and community members to report human rights or business ethics concerns anonymously.

## Anti-Corruption and Compliance

Anti-corruption remains a priority across all KPC operations. During the reporting period, KPC reported no significant instances of non-compliance with laws or regulations during the reporting period, and no fines or sanctions were issued. These outcomes underscore the effectiveness of KPC's ethics and compliance framework in maintaining high standards of business conduct across the Group.

In parallel, subsidiaries comply with Kuwait's anti-corruption legislation and implement robust internal controls, including delegation of authority policies,

fair tendering procedures, and financial oversight mechanisms. To further strengthen compliance, several subsidiaries maintain risk registers that monitor potential areas such as fraud, misuse of commercial systems, and conflicts of interest. These risks are actively tracked and addressed to support continuous ethical performance.

Although incidents of corruption have been rare, subsidiaries that identified such cases imposed disciplinary actions and referred issues to relevant government entities when required. Across the Group, no contracts with business partners were terminated for corruption-related reasons during the reporting period, reflecting the effectiveness of preventive measures and compliance systems in place.





### Anti-Corruption Indicators

Number of confirmed incidents in which employees were dismissed or disciplined for corruption.

Number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.



Number of confirmed incidents of corruption.

Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.

Number of legal actions pending or completed during the last fiscal year regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant.

For the forthcoming fiscal year, KPC plans to conduct both an internal and external ethics audit to evaluate the effectiveness of its policies and ensure continued alignment with leading ethical standards. In the previous fiscal year, five internal audits were completed as a reflection of KPC's continuous improvement approach to its internal practices. In parallel, KPC continues to monitor legal and regulatory compliance through regular internal audit reviews and ESG reporting of related indicators. These efforts also support broader objectives such as the effective abolition of child labor.

Beyond corruption-related issues, KPC places importance on customer and stakeholder rights. Subsidiaries reported no significant complaints from external parties or regulators regarding breaches of privacy. Incidents of data loss were isolated to specific operational contexts, and each was promptly addressed through corrective measures.

Similarly, subsidiaries in refining and international marketing uphold rigorous procedures for product labeling, safety data sheets, and environmental disclosures, ensuring compliance with both local and international regulatory requirements.

Through these efforts, KPC continues to embed an ethical culture where decision-making is guided by integrity, compliance is actively enforced, and stakeholders can rely on the Corporation's commitment to responsible business conduct. Ethical behavior is not merely a policy mandate, but a shared value across the Group.





# Business Resilience

KPC defines business resilience as the capacity to anticipate, withstand, and adapt to risks that may disrupt operations or affect long-term value creation. Through its Enterprise Risk Management (ERM) function, the Corporation has established a clear ambition to balance risk and return in decision-making while embedding resilience at the core of its business model.

By integrating sustainability considerations, regulatory developments, and social and governance factors, KPC is progressively aligning its resilience framework with international best practices.

## Embedding ERM Across the Value Chain

KPC continues to harmonize ERM practices across its subsidiaries, strengthening governance, driving effective risk management processes, enabling people, and establishing tools to foster a Group-wide culture of risk awareness. The ERM Policy, updated in FY 2024-2025, now explicitly incorporates ESG principles, ensuring that sustainability considerations are embedded into the Corporation's overarching risk management framework.

In parallel, the ERM risk register, integrating a dedicated ESG risk category within the ERM Information System, has been expanded to capture, classify, and escalate ESG-related risks, enabling continuous tracking of Very High Risks. These risks are reported to senior management alongside financial and operational risks, ensuring that major strategic, investment, and operational decisions are informed by a holistic view of actual and potential risks.

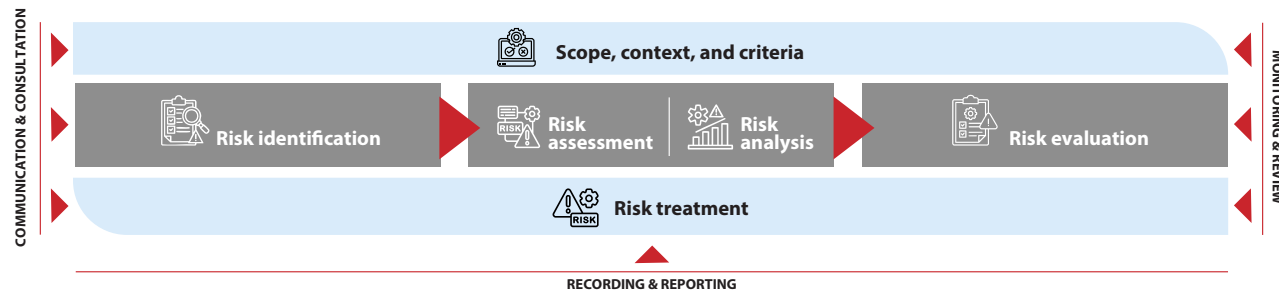
Collaboration among the ERM function, ESG Team, and HSSE has enhanced the integration of ESG risks into corporate registers. In Q4 FY 2024-2025, 17 ESG-related Very High Risks were identified, with 85% of mitigation actions completed. An ESG risk dashboard is also in development and scheduled for completion in FY 2025-2026.

To drive adequate deployment of financial and operational safeguards, oversight of the ERM framework is structured and clearly defined. The Board of Directors approves the ERM Policy, while the Audit and Risk Committee provide governance oversight. Ultimately, the CEO holds accountability for ERM implementation, with the Managing Director of Planning and Finance

responsible for establishing and maintaining ERM processes. Complementing this, the Risk Operating Committee, supported by the Corporate Risk Management Department, oversees policy execution across KPC and its subsidiaries to preserve harmony in risk management practices across the value chain. Nonetheless, subsidiary CEOs and Managing Directors remain accountable for managing risks within their respective operations, while Internal Audit preserves effective monitoring and control of risk management practices throughout operations.

Adherence to ISO 31000:2018 remains a key pillar of KPC's enterprise-wide risk management approach whereby all subsidiaries report risks in accordance with the standard, and several have received certification from third-party auditors. As FY 2024-2025, six of the eight subsidiaries are compliant with the guidelines and requirements of the standard, with the remaining entities expected to obtain certification by FY 2025-2026.

### Risk Management Process





## Building a Risk-Aware Culture

At KPC, cultivating a risk-aware culture is viewed as a shared responsibility embedded across every layer of the organization. Rather than relying solely on formal frameworks, KPC advances resilience by equipping its people with the skills, tools, and understanding needed to recognize and respond to emerging risks. This human-centered approach ensures that risk awareness is not only institutionalized but actively practiced across daily operations.

To strengthen internal capabilities, the Risk Operating Committee (ROC) and the Corporate Risk Management Department (CRMD) regularly evaluate the competencies of risk owners, identify development needs, and coordinate targeted learning initiatives. Among these efforts were the ESG-focused workshops delivered in April and May 2024 in collaboration with the Strategic Planning Department and Kuwait University. These sessions introduced advanced ESG risk identification methods, regulatory trends, and global benchmarking practices, reinforcing KPC's commitment to integrating sustainability considerations into enterprise-wide risk thinking.

Beyond formal training, the ERM function promotes continuous risk awareness through internal communication campaigns, issuance of technical guidance, and cross-functional knowledge-sharing platforms. These efforts are designed to cultivate a proactive risk management mindset and embed risk thinking into day-to-day operations across the Group.

As a result of this sustained capacity-building effort, all ERM professionals within KPC and its subsidiaries have achieved international certification from the Institute of Risk Management (IRM), a globally recognized

authority in risk education and professional standards. The IRM certification signifies a standardized level of competence in areas such as risk strategy, governance, compliance, and operational risk. This achievement strengthens the Group's internal capabilities and reinforces the credibility of its enterprise-wide risk governance framework, aligning it with international best practices.

KPC's focus on developing people is further strengthened by the deployment of advanced analytical tools and engineering practices. Subsidiaries enhanced operational resilience through scenario planning, predictive risk modeling, and specialized risk engineering reviews. Additional improvements, such as world-class performance in risk-based inspection programs and the installation of digital fiber-optic networks to bolster cybersecurity, have elevated the Group's operational readiness. Together, these initiatives are supported by international benchmarking and digital transformation workshops; position KPC as a regional leader in building a mature, forward-looking risk culture.

## Preventive Risk Management

Preparedness for emergencies is a central component of KPC's business resilience approach. Subsidiaries have integrated a wide range of emergency-related risks into their registers—including drone attacks, oil spills, and other critical disruptions—to ensure that these threats are actively monitored and mitigated.

KPC's business continuity planning strategy, developed in FY 2024-2025, further strengthened preparedness by aligning with international best practices and incorporating forward-looking scenario frameworks. This approach included supply chain optimization

measures and broader contingency planning to ensure continuity under disruptive conditions.

The renewal of ISO 22301:2019 certification for business continuity management across multiple subsidiaries reflects the Group's growing resilience maturity and its commitment to protecting operations, people, and stakeholders in times of crisis.

### Subsidiary Highlight: ERM Framework



KIPIC follows a structured Enterprise Risk Management (ERM) framework that incorporates community-related risks such as land use, environmental impacts, and safety issues. The process includes context establishment, risk identification, analysis, evaluation, and treatment, with active stakeholder engagement to build trust and ensure sustainable operations.



## Climate Risk Integration

Climate-related risks and opportunities have been systematically incorporated into KPC's ERM framework. Physical risks include rising temperatures affecting field operations and increasingly severe dust storms, while transition risks relate to tightening carbon-emissions legislation across key markets and the emergence of new clean energy technologies. At the same time, KPC identifies opportunities in expanding renewable energy initiatives and modifying existing assets to mitigate the impact of climate transition risks.

The financial and operational implications of these risks vary widely. Rising operational costs linked to cooling requirements, dust-induced downtime, and infrastructure upgrades to meet environmental standards have already been observed. For carbon-emissions regulation, ERM highlights potential long-term ecosystem impairment, social challenges at the national level, increased regulatory and media scrutiny, and the risk of financial penalties.

Beyond identifying risks, KPC's ERM function plays a central role in mitigating, managing, and monitoring these risks over time. Climate-related risks are incorporated into the corporate risk register, where progress on mitigation actions is tracked, reviewed, and escalated through established governance pathways. Regular scenario analyses, stress-testing exercises, and cross-functional risk reviews enable the Corporation to anticipate evolving climate exposures and strengthen resilience across operations.

Looking ahead, the gradual adoption of IFRS S1 and S2 standards will further enhance KPC's ability to assess and manage climate-related risks. These standards introduce more structured requirements for disclosures on governance, strategy, risk management, and metrics and targets supporting more detailed, decision-useful, and stakeholder-oriented reporting in future years. Their implementation will help KPC align with global best practices while reinforcing transparency and accountability in its climate-risk management processes.

### Subsidiary Highlight: Mina Abdullah Refinery Achieved First Place in Risk Engineering

Mina Abdullah Refinery achieved first place in risk engineering among 230 global refineries, according to an assessment conducted by Marsh, a leading risk management company. We are proud of this achievement by KNPC, which reflects our ongoing commitment to the highest standards of safety and operational excellence. KNPC thanks all its employees and partners for their valuable contributions to this accomplishment.





## Financial Implications and Mitigation Measures

Forecasted financial implications before applying mitigation measures are estimated at between USD 5 million and less than USD 50 million for risks related to carbon-emissions regulations. HSSE assessments also highlight potential revenue losses arising from operational disruptions influenced by climate events and the devaluation of carbon-intensive assets driven by the global transition wave into sustainable energy sources.

To address these risks, KPC is implementing carbon-management systems, investing in solar energy, developing climate-response plans, and providing training programs on climate adaptation. Furthermore, on a risk management level, the ERM incorporates carbon tax considerations into project economics, uses historical emissions data to forecast future liabilities, and coordinates with area offices as well as Technology

and Legal Departments to monitor regulatory developments. This not only upholds strong proactive safeguarding measures but also sustains high levels of preparedness and response capabilities to mitigate and adapt to unforeseen risk implications.

## Strategic Outlook

KPC's resilience strategy is forward-looking, with subsidiaries identifying risks related to emissions regulation, energy and water constraints, supply chain vulnerabilities, and changing global fuel demand. At the same time, KPC ETS recognizes and capitalizes on the opportunities emerging in renewable energy production, energy efficiency, gas flaring reduction, carbon capture, utilization and storage (CCUS), carbon offsetting, renewable fuels, and circular economy initiatives. Accordingly, KPC's practical and strategic approach goes beyond management of its risk registers and into mitigation and proactive adaptation against such risks.

Strategic decisions are informed by both qualitative and quantitative assessment of operational and financial implications rather than global trends, solely. In practice, climate transition risks are now assessed using scenario-based evaluations, including the assessments conducted for Al-Zour Refinery, ensuring that resilience planning incorporates both financial and environmental dimensions. By embedding climate-related risks into the ERM Information System and reporting these through Very High-Risk Reports, KPC ensures that sustainability considerations are directly connected to long-term risk management and business strategies.

Looking ahead, KPC's ambitions include hosting the 2026 Integrated Risk Conference, advancing the 2040 Strategic Risk Plan, and enhancing Board-level oversight of financial and climate-related risks. Through these initiatives, KPC continues to build a robust, future-ready organization capable of responding decisively to evolving uncertainties.





## Safety Leadership

Safety remains one of the most important pillars of KPC's sustainability journey. As the Corporation oversees complex operations across upstream, midstream, and downstream segments, its commitment to HSSE goes beyond regulatory compliance, it reflects a culture of prevention, innovation and leadership.

This commitment is operationalized through enterprise-wide HSSE management systems that cover employees and contractors. Coverage is verified through periodic internal and external audits. Complemented by continuous training, and recognition at national and international levels. These measures reinforce the principle that safety is integral to business resilience and long-term operational success. Workers are encouraged and protected when reporting hazards via formal procedures and digital platforms, backed up with clear non-retaliation policies communicated and embedded across the organization.

In practice, KPC integrates safety into its wider management approach, by integrating it into operational planning, community engagement, and enterprise risk management. Subsidiaries conduct thousands of audits annually, support capacity-building programs, and roll out awareness campaigns to strengthen accountability at every level. Hazard identification and control follow the hierarchy of controls, with quality assured through periodic audits and competency requirements for personnel conducting assessments.

Safety leadership is reinforced across the Group through continuous monitoring, transparent reporting, and benchmarking against international standards. KPC also extends health support beyond occupational needs offering access to clinics, insurance coverage, and voluntary health promotion campaigns such as vaccinations and blood donation drives. This culture of continuous improvement ensures that KPC not only complies with standards but also advances industry's best practices, protecting its workforce, communities, and the environment.





## Embedding Safety into Operations

KPC and its subsidiaries maintain structured internal audit programs to ensure adherence to HSSE policies and procedures. Subsidiaries conduct thousands of internal audits annually, consistently exceeding planned targets. These audits cover operational risks, regulatory compliance, and workplace practices, ensuring corrective actions are promptly implemented. High-consequence hazards are identified through formal risk assessments and managed using engineered controls, administrative procedures and personal protective equipment (PPE). To solidify our preventive measures, lessons learned from incidents are systematically integrated into procedures. For example, slip, trip, and fall hazards were identified through a comprehensive assessment of KPC buildings, leading to the installation of warning signs and other preventive measures.

At the subsidiary level, high-consequence hazards are mapped in Occupational Safety Risk Registers and managed using the hierarchy of controls. Subsequent actions include engineering safeguards, task-specific risk assessments, and continuous monitoring of critical activities to prevent recurrence. Meanwhile, subsidiaries ensure full compliance with ISO 45001:2018 standards to maintain certification and highest standard practices.

KPC's Occupational Health and Safety (OHS) management system provides comprehensive coverage for all employees, contractors, and visitors are included under the "General Health, Safety and Environment" procedure. This coverage extends across administrative offices, operational facilities, and contractor worksites, with no exclusions. Safety oversight includes office ergonomics, emergency preparedness, and housekeeping protocols.

In August 2024, the HSSE Department launched an electronic safety awareness campaign, developed risk maps for all facilities, and initiated preparations for second-party audits covering offices and accommodations, including facilities for people with disabilities. These initiatives were complemented by routine process-safety verifications and observation audits to drive compliance and improvement.

On top of that, KPC actively promotes public safety through community education initiatives delivered in collaboration with the Kuwait Fire Force (KFF), including the Safe Summer and A Safe Life campaigns. These programs focused on preventing household fires and ensuring safe handling of gas cylinders, demonstrating how preparedness extends beyond corporate operations into community awareness. These outreach efforts mirror internal safety reporting and escalation pathways, reinforcing a prevention culture across both the workplace and community.



## Innovation, Training, and Public Engagement

Safety leadership at KPC is reinforced by innovation and public awareness initiatives. KNPC has developed advanced training tools, including augmented reality (AR) and virtual reality (VR) simulations, to immerse employees in refinery operations and safety scenarios. In parallel, KNPC launched a National Petroleum Exhibition to educate the public on refining processes and environmental protection, bridging the gap between industry operations and community awareness. KGOOC workers also participate in HSSE system development and evaluation through formal consultation and communication mechanisms, ensuring frontline insights inform continuous improvement.

Similarly, KIPIC advanced its safety leadership through full implementation of an Integrated Management System audit and the deployment of a Laboratory Information Management System (LIMS), improving safety-related data management. By reducing downtime at critical units and enhancing operational accuracy, these initiatives contributed directly to safer and more efficient operations.

Across the Group, significant negative HSSE impacts linked to operations or business relationships are mitigated via contractor management, permit-to-work controls, industrial hygiene programs, and emergency drills aligned with the hierarchy of controls. Coverage remains comprehensive, with employees and non-employee workers included within HSSE systems through regular internal and external audits, where applicable.



Workforce Profile

Employee Engagement

Talent Development

Workplace Well-being

Safety Competency

Overview

Framing Our Sustainability Journey

Strengthening Governance Structure

Nourishing Our Workforce

Building Socio-Economic Impact

Managing Environmental Impact

Appendix

### Towards a Sustainable Future



Kuwait Petroleum Corporation and subsidiaries | مؤسسة البترول الكويتية وشركاتها



3

# Nourishing Our Workforce

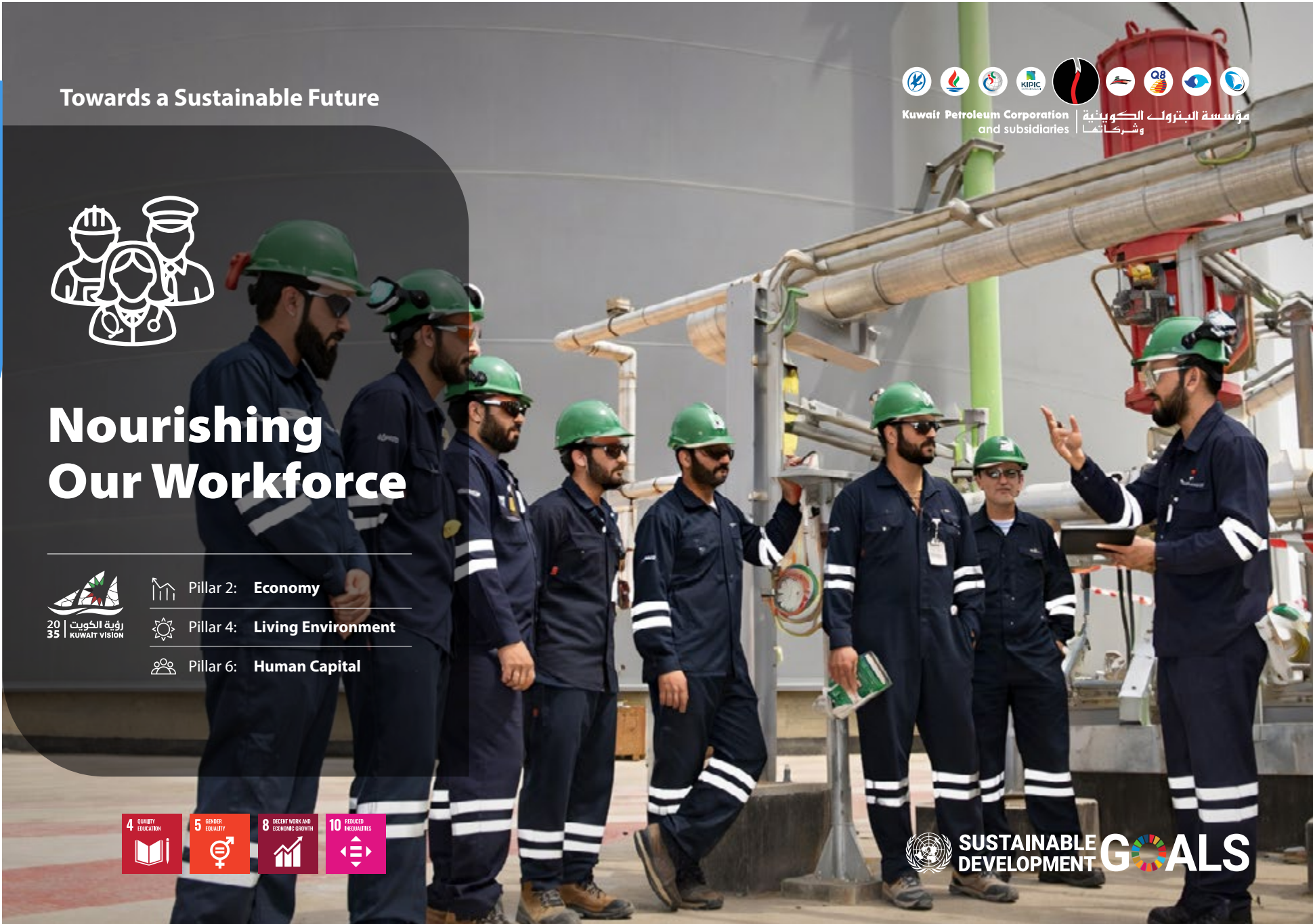


رؤية الكويت 2035 | KUWAIT VISION

Pillar 2: **Economy**

Pillar 4: **Living Environment**

Pillar 6: **Human Capital**





# Workforce Profile

KPC's workforce is the foundation of its resilience and long-term success, reflecting both the scale and complexity of the global energy sector. KPC maintains a dynamic model that combines full-time employees, secondees, and contractors, enabling business continuity and operational flexibility across its upstream, downstream, and midstream functional areas. This blended resourcing approach ensures that specialized expertise is readily available for complex projects, while core operations remain anchored by full-time employees who provide stability and institutional knowledge.



Total Employees  
**23,529**



Female Representation  
**~20%**



National Workforce  
**~96%**



Total New Hires  
**468**



Employees with Disabilities  
**65**



Employee Engagement  
**84%**



Average Training Hours per Employee  
**30**



Employees Below 30  
**~19%**

These figures are for FY 2024-2025  
Refer to Appendix C for more details

At KPC, the workforce represents a diverse community of professionals drawn from multiple nationalities, age groups, and areas of expertise. This diversity is not incidental; it is a deliberate reflection of KPC's commitment to advancing inclusion and social sustainability. Guided by the Diversity, Equity and Inclusion (DEI) Council, which was established in 2020, KPC has embedded inclusivity within its human capital strategy as a driver of resilience and innovation.

In practice, KPC is nurturing an environment where differences are valued as sources of strength and innovation. This commitment is reflected in the increasing representation of women across all levels of workforce, as will be showcased in the upcoming section.

KPC's inclusive efforts go beyond workplace equity to generate measurable social and economic impact. The employment of women and hiring of people with disabilities deliver significant social returns, demonstrating that KPC's workforce strategy is not only about filling positions, but also about creating social value, strengthening national resilience, and advancing Kuwait's long-term vision for inclusive development.



# Diversity, Equity, and Inclusion



**In Kuwait’s oil sector, Diversity, Equity, and Inclusion shape our daily work. We respect differences, empower talent, and ensure equal opportunities for all. By valuing every voice, we foster innovation, collaboration, and growth. Our people are our greatest strength, building a workplace where everyone belongs and thrives.**

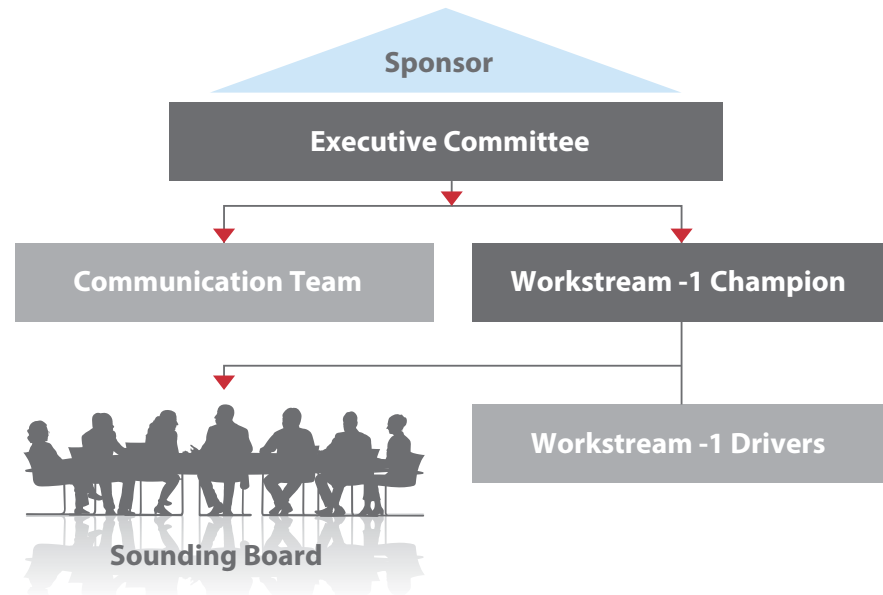
DEI Council



Diversity, Equity, and Inclusion

## DEI Council

The DEI Council is structured around an Executive Committee composed of senior leaders from across KPC & Subsidiaries. The Executive Committee sets the strategic direction for DEI and steers the overall agenda, with each member championing one of the Council’s workstreams to inspire and lead progress. Workstream Drivers support these Champions in translating the agenda into action across the subsidiaries. The Committee is further supported by a sector-wide Communications Team and a Sounding Board that provide alignment, feedback, and cross-sector coordination.





The Council seeks to foster a workplace culture in which all employees feel valued, empowered, and able to contribute meaningfully to organizational objectives. Building on this foundation, KPC continues to advance a progressive human capital framework structured around four evolving strategic priorities. These focus areas are identified and reviewed on an ongoing basis to ensure sustained alignment with KPC's priorities and organizational direction.

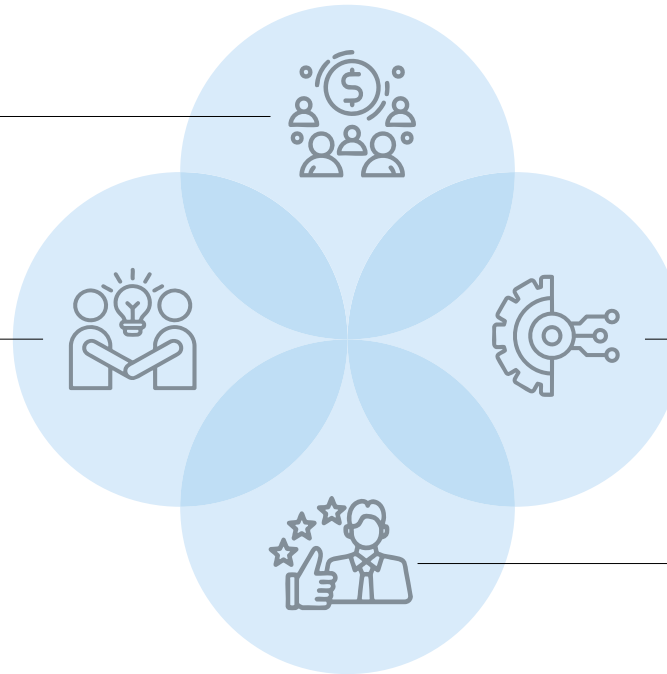
### KPC's DEI Council Core Strategic Objectives

#### Investing in People:

Enhancing the growth, capabilities, and global mobility of our workforce.

#### Collaboration & Knowledge-Sharing:

Promoting a culture of collective learning and innovation.



#### Digital Transformation of HR:

Automating HR practices to create a customized, efficient, and resilient digital ecosystem.

#### Employee Empowerment:

Supporting leadership and development at every level, ensuring employees actively embody KPC's core values.



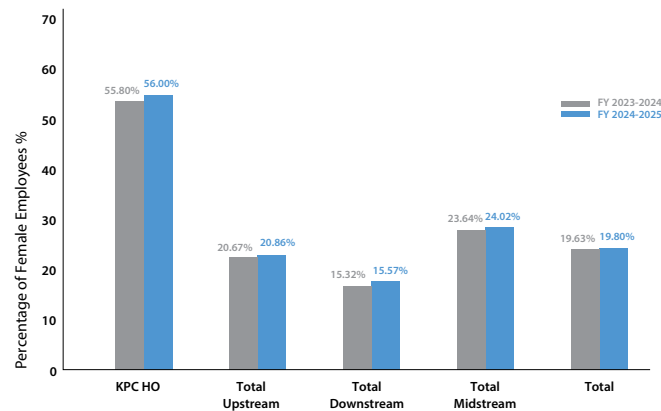


As outlined earlier, Diversity, Equity, and Inclusion are embedded as core elements of KPC's workforce strategy. The Corporation recognizes that an inclusive culture enhances employee engagement, loyalty, and satisfaction, while strengthening our reputation as a socially responsible employer. Beyond internal impacts, this commitment extends across the value chain, addressing the evolving expectations of stakeholders and fostering constructive engagement with the communities in which the Group operates.

KPC maintains gender diversity across all organizational levels, with women represented in top management, middle management, team leadership, and frontline roles. While male employees continue to majorly occupy technical and leadership positions in the oil and gas sector, the Group has made steady progress in expanding opportunities for women. Gender representation is actively monitored across entities to ensure transparency and accountability.

Women are present throughout the organization, from headquarters through to subsidiaries, with a growing footprint in senior leadership and Board positions. Across the Group, female representation at the Board level stands at 20%, demonstrating a top-down approach in enabling female leadership at the highest level of corporate governance. Uniformly, recent appointments of women to CEOs and other C-suite roles in subsidiaries further underscore KPC's commitment to leadership diversity based on merit. This demonstrates that inclusivity is deeply embedded in our corporate culture and values rather than driven by quotas.

Percentage of Female Employees by Value Chain Segment \*



\* Refer to Table 2 & 9 in Appendix C for the full breakdown

### Highlight: CERAWeek 2025 Women's Representation



Mrs. Shaima Al-Ghunaim participated as a speaker at CERAWeek 2025 during the "Women in Energy" session, where women's representation reached 33%. Her contribution reinforced KPC's commitment to leadership diversity and highlighted the growing global visibility of women in the energy sector.



## SROI: Women Empowerment through Employment



**30%**  
**Economic Value  
Creation**

Employment of women at KPC delivers strong socio-economic value, with an SROI of approximately 1.30 ratio. In practice, every 1 KD invested in women's salaries generates about 1.3 KD in societal and economic benefits through income uplift and local economic multipliers<sup>\*1,2</sup>. Beyond equity, women's employment strengthens household incomes, stimulates local businesses, and drives sustainable economic diversification.

\* While not a direct SROI measure, the applied local economic multiplier ( $\approx 1.3$ ) is derived from International Monetary Fund (IMF) fiscal multiplier estimates for GCC economies, where Kuwait's non-oil GDP multiplier for capital spending ranges between 1.6 – 0.4.

1 (UNDP-VNR, 2023)

2 (IMF, 2015)

In addition to promoting diversity in employment, KPC ensures fairness in recognition and reward through a 1:1 salary scale for men and women in equivalent roles. While certain benefits vary in accordance with Kuwaiti labor law; such as paid maternity leave, these provisions relate to employee welfare rather than differences in salary, ensuring that equity is maintained across the workforce.

KPC continues to advance its diversity, equity and inclusion efforts, supported by positive employee engagement survey results and minimum reported discrimination cases. These indicators suggest current programs are having a positive effect. Still, the organization recognizes that meaningful DEI progress demands ongoing focus. To deepen impact, KPC will establish measurable goals aimed at fostering inclusive behaviors, embedding equity across people processes, and ensuring accountability through transparent tracking mechanisms.

### Highlight: Documentary film “Leading with Strength – Women in Kuwait’s Oil Sector”



**They were not appointed  
because they are women;  
they were the best-qualified**



For the first time in its history, KPC appointed two female CEOs, one leading Refining operations in Kuwait, and the other overseeing Petrochemicals worldwide. This landmark decision reflects KPC's culture of merit, inclusivity, and empowerment, where leadership is built on capability, not gender.

The film captures the voices of women who have transformed the oil industry; engineers, planners, and executives who broke barriers with perseverance and humility. They highlight that leadership is about vision, teamwork, and responsibility in a sector that powers Kuwait's economy.

**Sheikh Nawaf Saud Al-Sabah**  
Deputy Chairman and CEO



[Click the play icon to watch the full documentary](#)



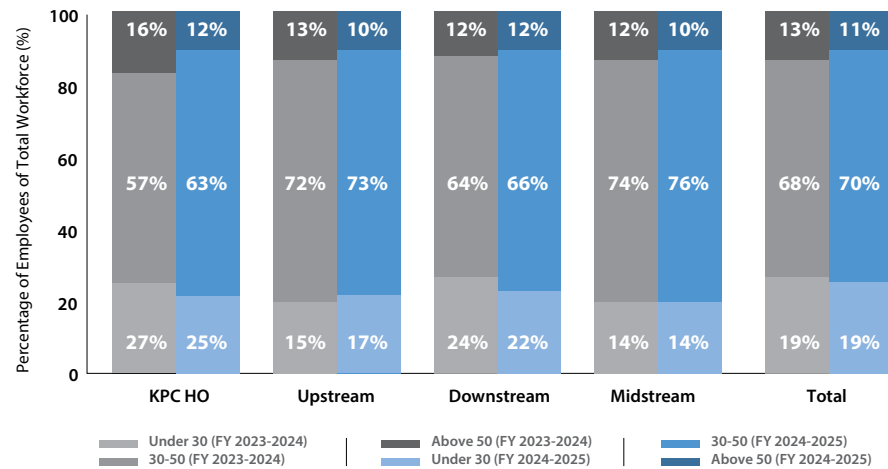
## Highlight: Kuwaiti Women's Day



On International Women's Day, KPC honored the resilience, brilliance and dedication of the woman driving progress across the organization and beyond. During the reporting period, a forum was hosted in collaboration with the Ministry of Foreign Affairs in celebration of Kuwaiti Women's Day.

Complementing gender diversity, KPC's also focus prioritizes age diversity across the workforce. Recruitment rates of employees under 30 years old remain particularly strong, reflecting a deliberate effort to create opportunities for young Kuwaitis and align with the priorities of the Kuwait Vision 2035. At the same time, mid-career professionals provide technical depth and operational expertise, while employees over 50 years old continue to play vital roles in leadership and advisory positions, preserving institutional knowledge. Together, this balanced age creates a workforce that is both forward-looking and grounded in experience supporting innovation, continuity, and long-term resilience across the Group. As shown in the chart, the distribution of employees by age remains largely consistent across all operational streams and between both reporting years. Minor year-on-year variations reflect natural workforce movements, underscoring KPC's stable demographic profile and effective long-term workforce planning.

Employee Distribution by Age Segment by Value Chain Segment\*



\* Refer to Table 3 in Appendix C for the full breakdown



## Inclusion of Employees with Disabilities

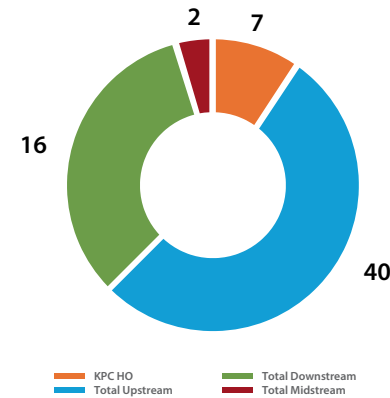
Across KPC & Subsidiaries, the inclusion of employees with disabilities is embedded within our ESG strategy and DEI governance model. By ensuring accessible work environments and equitable employment practices, we enable meaningful contribution across the sector and reinforce a culture built on fairness, capability, and participation.

Embedding accessibility and inclusive work practices into daily operations allows KPC & Subsidiaries to move beyond compliance and create workplaces where employees with disabilities can participate fully and contribute effectively. This strengthens team performance, broadens the talent pipeline, and reflects a modern, capability-driven workforce philosophy.

Consequently, these actions directly support of Human Capital and Sustainable Economy pillars under Kuwait Vision 2035 by broadening workforce participation, enhancing workforce diversity, and promoting inclusive employment. They also align with UNSDGs, particularly SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities). Together, these efforts reaffirm KPC's role as a socially responsible employer, contributing to both national priorities and global sustainability goals.

Number of Employees with Disabilities by Value Chain Segment \*

FY 2024 - 2025



\* Refer to Table 6 in Appendix C for the full breakdown

### SROI: Inclusive Employment of Employees with Disabilities



**~38%**  
**Subsidy Savings**

Employment of people with disabilities at KPC delivers strong socio-economic value, generating an estimated 38% in avoided government subsidy costs. In practice, every 1 KD invested in employing persons with disabilities helps the government avoid around 0.38 KD in welfare and disability-related payments.

This presents 463,320 KD avoided expenses for the government <sup>3 4 5</sup>. Beyond economics, this reflects the broader value of inclusion promoting dignity, independence, and opportunity while strengthening a more equitable national workforce.

3 (UNDP-VNR, 2023)  
4 (pada.gov.kw, 2024)  
5 (pada.gov.kw, 2025)

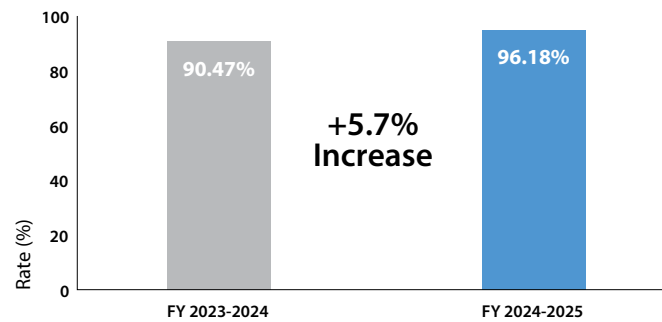


## Nationalization

In line with Kuwait nationalization objectives, the proportion of Kuwaiti nationals remains high across the Group’s workforce, underscoring KPC’s role as a key driver of national employment strategies. By prioritizing the recruitment, training, and advancement of Kuwaiti professionals, KPC contributes directly to reducing unemployment rates, enhancing local skills, and fostering long-term economic resilience. The Corporation continues to strengthen national expertise and develop sustainable talent pipelines within the energy sector, serving as an essential foundation for Kuwait’s future transformation. As illustrated in the charts, overall national representation across the Group maintained momentum and remained at levels over 90%. In fact, overall, the Group experienced an increase during the reporting period whereby the upstream sector showed a ~10% increase over the reporting period, reflecting steady progress in workforce localization and consistent performance across all value chain segments.

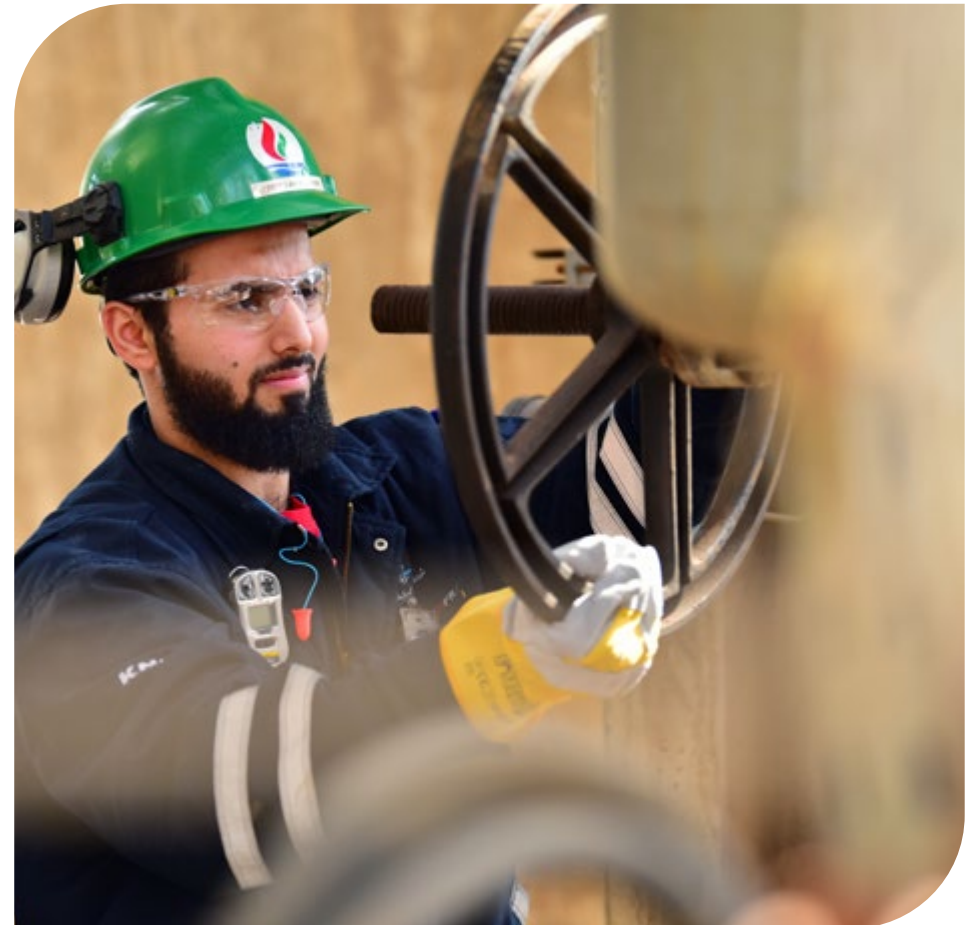
As illustrated in the charts, overall national representation across the Group increased during the reporting period, reflecting steady progress in workforce localization and consistent performance across all value chain segments

Nationalization Rate\*



\* Refer to Table 5 in Appendix C for the full breakdown

The economic benefits of nationalization extend beyond the organization. Increased participation of Kuwaiti nationals enhances household income, stimulates local enterprises, and supports fiscal sustainability by reducing reliance on government subsidies. KPC’s nationalization program is more than a workforce initiative; it is a long-term investment in people and society, generating social and economic value while enabling sustainable national growth.



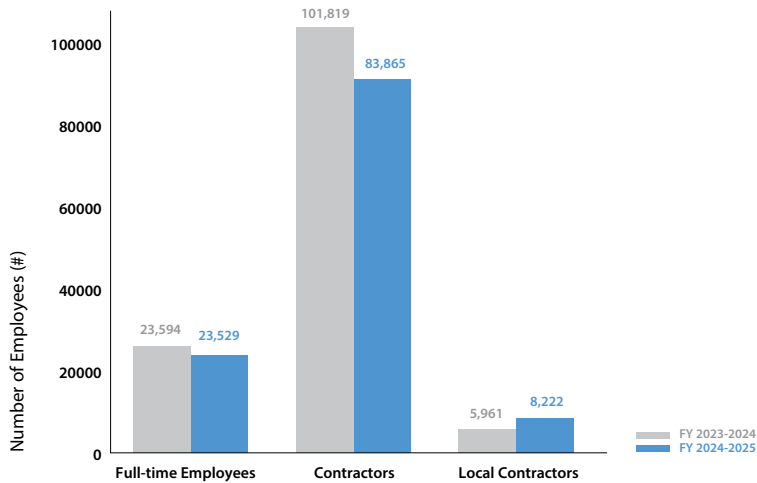


## Workforce Measurement and Reporting

At KPC, oversight of workforce data goes beyond administrative reporting; it is a strategic process designed to ensure accuracy, consistency, and transparency across the Group. At the corporate level, workforce data is consolidated at the end of each reporting period through internal submissions. On the other hand, subsidiaries apply tailored approaches suited to their operations by which Upstream entities monitor contractor numbers through valid access passes at restricted facilities, downstream subsidiaries consolidate data at year-end, and international offices rely on contract registers or monthly reporting snapshots. These diverse methodologies are unified under a Group-wide reporting framework that enables comparability and alignment, while also supporting both corporate strategy and national development priorities.

KPC's reporting capabilities have been further enhanced by ongoing digital transformation in human resources. Through this transformation, KPC aims to enable sharper insights, improve transparency across business units, and make reporting more agile. It also ensures that workforce fluctuations, whether driven by new capital projects, contractual changes, or seasonal peaks, are captured promptly and consistently. These improvements have led to more consistent workforce insights and better responsiveness across the Group, allowing KPC to monitor workforce dynamics with greater precision, anticipate emerging needs, and respond more effectively to workforce requirements. In practice, these advancements are reflected across the Group's diverse operations, where office-based contractor environments remained relatively stable, while entities managing large-scale projects experienced significant shifts as new contract awards and demobilizations took place. In some cases, subsidiaries increased reliance on contractors due to revised contractual arrangements, while others experienced temporary changes aligned with operational cycles. The chart highlights the Group's overall workforce expansion, driven by growth in full-time employees and an increase in local contractors, mainly due to expansion of existing and new upstream activities

**Total Number of Employees per Employment Type\***



\* Refer to Table 1, 14 & 15 in Appendix C for the full breakdown

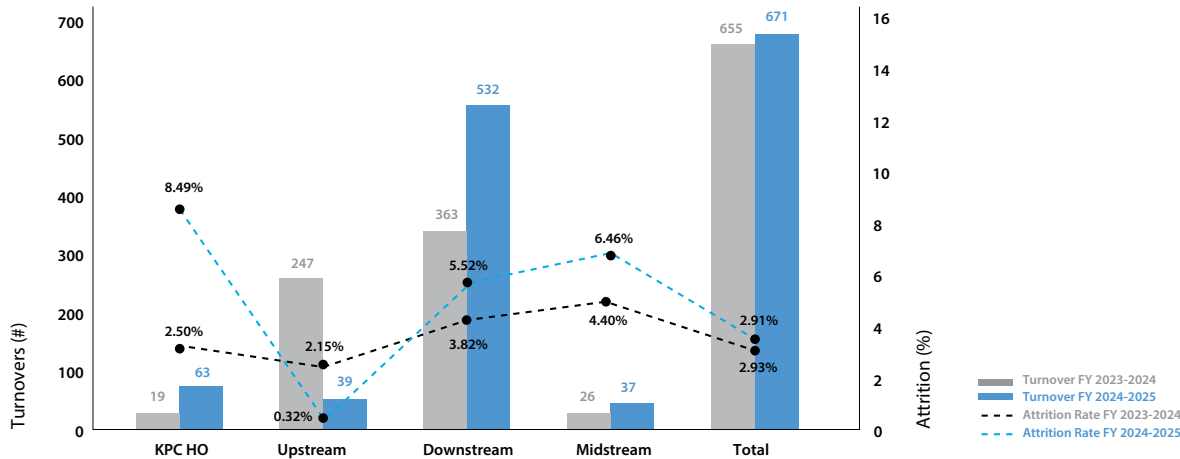


## Recruitment and Turnover

Recruitment across the Group remained steady, reflecting the Corporation’s continued investment in renewing talent pipelines and building future capacity. New hires were reported across subsidiaries and job levels, with younger employees forming a significant share of annual recruitment demonstrating KPC’s focus on nurturing the next generation of energy professionals.

At the same time, turnover trends showed a slight overall increase compared to the previous year, driven mainly by higher attrition at KPC HO, which recorded the highest rate. While upstream entities maintained the lowest turnover levels, midstream and downstream subsidiaries reflected moderate rates influenced by operational and contractual factors. Overall, attrition across the Group remained stable within a healthy and controlled range. Together, recruitment and turnover trends demonstrate how KPC sustains a balanced workforce, combining stability with renewal, and positioning itself as an attractive employer within Kuwaiti’s energy sector.

Total Turnover and Attrition Rate by Value Chain Segment\*



\* Refer to Table 7 & 8 in Appendix C for the full breakdown





## Case Study

### Workforce Integration Across Borders

In parallel with these trends, KPC took deliberate steps to strengthen workforce integration across the Group. In FY 2024-2025, KPI hired experienced employees from domestic refining entities and deployed them to a major joint venture refinery abroad. This initiative not only facilitated the sharing of expertise across the portfolio but also ensured that critical knowledge and operational practices were transferred to support international operations, reinforcing KPC's global presence.





Workforce  
Profile

Employee  
Engagement

Talent  
Development

Workplace  
Well-being

Safety  
Competency

## Employee Engagement

Employee engagement represents an essential part of KPC's human capital strategy, reflecting the Group's recognition that an informed, motivated, and involved workforce is essential to sustaining operational excellence. KPC fosters engagement through transparent communication, structured consultation mechanisms, and regular feedback surveys that capture the voices of employees and contractors across the petroleum sector.

### Building a Culture of Engagement

A central mechanism for understanding employee sentiment is the engagement survey conducted under KPC's 2040 Strategic Plan. The most recent Group-wide survey, launched in March–April 2024, provided a consistent channel for gathering insights across all business lines. Conducted every three to four years, these surveys are complemented by subsidiary-level reviews and development plans that capture entity-specific feedback. Together, they help identify strengths, highlight

improvement areas, and generate actionable insights to enhance workplace culture.

During the 2024 survey cycle, participation across the Group was strong, with an 84% participation rate, reflecting high trust and collective commitment. Following the survey, Sheikh Nawaf Saud Al-Sabah, expressed appreciation for employees' involvement and emphasized that their feedback remains central to driving innovation, creativity, and excellence. Accordingly, the Human Resources team analyzed the results transparently and developed an action plan based on employee suggestions to strengthen engagement and operational excellence. This continuous cycle of listening, responding, and improving fosters a culture of trust, collaboration, and shared responsibility.

The 2025 cycle further deepened insights across workforce groups. At headquarters, engagement among national female employees reached 72%, national males 75%, and non-nationals 88%, providing leadership with a detailed understanding of workforce sentiment and emerging focus areas. Importantly, the survey design ensured inclusivity by capturing input from both permanent staff and contractors. Contractor satisfaction at KPC

headquarters reached 86%, confirming that engagement initiatives extend beyond traditional employment structures. Their perspectives, integral to daily operations, were incorporated alongside those of full-time employees, offering a complete picture of workforce realities.

Subsidiaries adopt similar commitment to inclusivity, and their experiences continue to provide valuable lessons for Group-wide engagement strategies, reinforcing KPC's position as a transparent and responsive employer that values every employee's voice.

#### Subsidiary Highlight: Insights from the KPC Group-wide Survey



Insights from the KPC-led Group-wide employee engagement survey showed strong outcomes for KNPC. The subsidiary recorded an overall engagement score of 74%, reflecting a positive and supportive work environment across its operations. These results highlight the impact of KNPC's long-standing employee development and engagement initiatives and provide leadership with clear benchmarks for further improvement.





## Subsidiary Highlight: Insights from the KPC Group-wide Survey

As part of the KPC-led Group-wide employee engagement survey, PIC measured employee engagement, enablement, and collaboration. Overall scores ranged from the mid-60s to high-60s. Participation was exceptionally strong, with 90% of female employees and 95% of male employees completing the survey. Gender was analyzed as a key demographic, with 60 of 67 female employees participating; non-responses were primarily due to employees being on leave or in training, including maternity leave. These results provided PIC leadership with meaningful insights and supported inclusive action planning aimed at strengthening organizational culture.



In addition, employees actively participate in maintaining and improving company safety through committees, communication platforms, and engagement forums, where they contribute to developing, implementing, and reviewing safety procedures, with feedback ensuring their input drives continuous improvement.

When communicating significant operational changes, subsidiaries apply different notice periods depending on the context of their operations. In some cases, employees are given several months' notice before changes, such as role rotations, are implemented, ensuring individuals have sufficient time to prepare for transitions. In other cases, particularly within international operations, shorter notice periods of about one week are observed due to differing contractual frameworks. For some entities, formal notice provisions are not applicable, reflecting the specific nature of their work environment.

Collective bargaining agreements, where present, provide an additional channel for consultation and employee engagement across KPC and its subsidiaries. At KPC, a union formed by KPC employees represents the interests of the Corporation's workforce; however, operations and suppliers referenced in this disclosure do not fall under their scope. Several subsidiaries have collective bargaining agreements that cover all their direct employees, ensuring structured representation and transparent dialogue between management and workers. Other entities do not have formal collective bargaining agreements but maintain active engagement with unions and worker representatives through meetings and formal communication channels.

For employees not covered by collective bargaining, terms and working conditions are determined in accordance with government regulations and the policies of

contractual employers, ensuring fairness and consistency across operations. This variety illustrates the diversity of labor relations within KPC's structure, both in Kuwait and internationally, while maintaining alignment with Kuwait's labor law and international labor standards.

Taken together, these practices demonstrate that KPC's approach to employee engagement is both structured and inclusive. While notice periods and bargaining provisions vary across subsidiaries, the Group ensures that employee perspectives are consistently captured and considered through comprehensive survey processes. High levels of participation and transparent reporting of engagement outcomes underline KPC's commitment to building a workplace where employees, whether permanent staff, secondees, or contractors, are considered valued contributors to its long-term success.



## Grievance Mechanisms

KPC understands that employee engagement is a two-way process that goes beyond awareness. To that end, a central KPC Grievance Committee composed of senior managers and legal advisors provides a formal channel for reporting human rights concerns. Subsidiaries maintain localized structures such as hotlines, worker welfare committees, and grievance boxes, with escalation to the Public Authority of Manpower in Kuwait when required.



KPC's Code of Conduct underpins these efforts by mandating equal job opportunities, respect for cultural and religious diversity, a supportive and respectful work environment, and strict prohibitions against harassment and discrimination. To enforce these commitments, confidential grievance and whistleblower mechanisms are in place, supported by awareness and training programs. All reported cases of discrimination or harassment are investigated impartially, with corrective and disciplinary actions taken where necessary. As such, stakeholder feedback is actively considered in the review of grievance mechanisms, with lessons learned and employee participation feeding into revisions of internal policies.

This ensures that the mechanisms remain accessible, relevant, and trusted. The effectiveness of these mechanisms is periodically monitored through audits, surveys, and employee feedback. The Grievance Committee evaluates outcomes and, where needed, amends HR policies. For example, changes to human resources procedures were introduced as a direct result of this monitoring process.

KPC provides avenues for individuals to seek advice on applying responsible business conduct and raise concerns under the KPC Code of Conduct. This ensures that both advice-seeking and concern-raising are addressed within a consistent framework.

## Talent Development

At KPC, people are recognized as the Corporation's greatest asset. The ability to recruit, develop, and retain talent underpins both current performance and future competitiveness. Building a capable workforce ensures that KPC sustains its leadership as a global integrated oil

and gas player, while continuing to foster an organizational culture grounded in transparency, performance, and continuous learning.

During the reporting period, KPC and its subsidiaries advanced a wide spectrum of initiatives in training, succession planning, and workforce mobility. This ensures that talent strategies remain closely aligned with business priorities and long-term corporate goals.

## Strategic Approach to Talent Management

At the strategic level, KPC's talent development approach is guided by a commitment to attracting and retaining skilled professionals, strengthening alignment with a single corporate identity, and supporting business transformation through tailored HR services. To deliver on these goals, KPC has integrated personal development planning for every employee and tracks training-related KPIs across the Group. These policies and procedures are complemented by targeted corrective and enhancement actions to ensure continuous improvement.

This approach directly aligns with KPC's Employee Well-being initiative under its ESG strategy, which calls for the consolidation of training, governance, and satisfaction data into a common HR repository accessible across the Group. By linking training hours, employee well-being targets, and compensation metrics, KPC enhances transparency and ensures comparability across subsidiaries. Together, these measures strengthen recruitment and retention outcomes, embed employee well-being as a core element of the human capital strategy, and position KPC as an employer of choice in line with its ESG commitments.

Workforce  
ProfileEmployee  
EngagementTalent  
DevelopmentWorkplace  
Well-beingSafety  
Competency

## Training and Upskilling

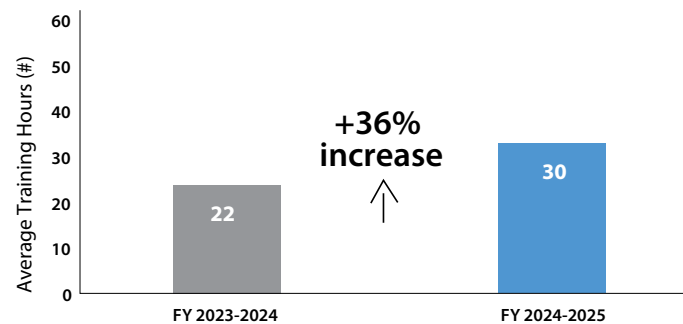
Through the Petroleum Training Center, KPC delivers extensive classroom-based programs spanning administrative, technical, leadership, and shared subjects for employees in various organizational functions. To maintain training effectiveness and usefulness, KPC monitors relevant metrics through interactive dashboards and sector-wide impact studies, with results reviewed at senior leadership level. One of the key indicators tracked is average training hours per employee, which reflects the scale of training delivery across the organization and supports monitoring of resource allocation for workforce development.

In the reporting year, KPC complemented these efforts by organizing engagement workshops for both management and frontliners. These workshops were designed not only to present survey results but also to gather feedback and co-create action plans. This participatory process gave employees a voice in shaping outcomes and further reinforced the principles of transparency and trust at the heart of KPC's HR approach.

Training plans are anchored in Personal Development Plans (PDPs), which guide classroom learning, professional certifications, e-learning, self-learning, on-the-job training, and structured attachments or secondments. This breadth ensures that employees are not only accumulating training hours but also engaging in formats most relevant to their career trajectories and development needs

To bring learning to life, KPC supplements core training with specialized professional programs. Initiatives such as the "Bullet Proof Manager" curriculum, "HR for Non-HR," and the scenario-based evaluation model "Pass the Book" link knowledge to workplace application, helping employees translate learning into tangible improvements. International exposure through leadership programs such as the Leadership Identity Management program in Seoul adds breadth to technical and managerial capabilities.

Average Training Hours by Value Chain Segment\*

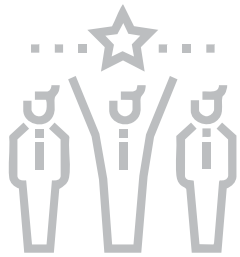


\* Refer to Table 10 in Appendix C for the full breakdown





## SROI: Employee Empowerment Through Training



Over  
**100%**  
return on value created

KPC's investment in training and skills development yields an SROI of approximately 2.28 ratio. Every 1 KD spent generates about 2.28 KD in value through higher productivity, innovation, and stronger performance. Grounded in international benchmarks, this highlights how professional development equips the workforce for energy transition while creating lasting socio-economic benefits through enhanced career pathways and national capacity building<sup>6</sup>.

6 (socialvalueuk, 2021)



## Early Careers

KPC supports the education-to-employment pipeline through scholarships, academic programs, and fresh-graduate integration, including the K-Talent academic track developed with Group entities and coordinated graduate onboarding into job development cycles. Complementing this, KPC operates a structured, multi-year Fresh Graduate Program that supports youth employment, blends in-house and external training with one-to-one on-the-job coaching, and fosters a welcoming, inclusive environment where graduates can thrive. The program promotes knowledge transfer, innovation, and resilience, while supporting national capacity building.

This commitment extends beyond technical placements. On behalf of the oil sector, KPC oversees recruitment of graduates from non-engineering and non-science majors through its official channels, widening entry pathways and encouraging diverse academic backgrounds and skill sets across the sector.

To strengthen the pipeline even earlier, career awareness seminars for students and parents, together with continued scholarship admissions, further connect national talent to the sector's evolving needs. Consequently, KPC ensures continuity in critical capabilities while positioning the oil sector as an attractive and accessible career destination for future generations.



## Case Study

### Strengthening Communication

In line with KPC's commitment to strong governance and transparent communication, the Corporate Relations Department published the third edition of the KPC Glossary (English–Arabic) in 2024. This initiative supports employees and stakeholders by providing a reliable reference for commonly used terms, phrases, and titles in both the oil and gas industry and KPC's corporate context.

The glossary serves three key purposes:

- **Consistency and Accuracy**  
ensuring unified terminology across all subsidiaries to strengthen governance practices and reporting standards.
- **Cultural and Linguistic Inclusivity**  
providing bilingual resources that reflect Kuwait's diverse workforce and stakeholder base.
- **Capacity Building**  
equipping employees with a professional tool that enhances knowledge, facilitates effective communication, and supports stakeholder engagement.

By standardizing terminology in both English and Arabic, KPC strengthens internal collaboration and alignment between various functions and segments across the Group's resources and employees.





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## Career Progression and Growth

KPC embeds succession planning and leadership development within its broader HR strategy. This ensures career advancement pathways are supported by clear policies, leadership programs, and structured talent management systems. At the policy level, Board Resolution 42/2024 amended the employment status system for employees attaining higher academic qualifications and refreshed promotion policies for grades 17 and above. As a result, employees advancing their education are formally recognized and provided with new career opportunities. As part of this commitment, KPC's approach was reinforced by Board Resolution 22/2024, under which employees were promoted, reflecting KPC's focus on aligning advancement with merit and qualifications.

Alongside policy changes, KPC expanded the development programs portfolio during the reporting period to prepare future leaders and strengthen workforce resilience. The flagship "Future Leaders" program continued to build leadership readiness for the 2024–2027 cycle, while customized e-learning modules covering eight technical areas created flexible pathways for professional growth. At the same time, sector-wide initiatives, such as the Bullet Proof Manager curriculum, and the use of interactive dashboards to monitor executive training provided management with measurable insights into program effectiveness. By coordinating with the Public Authority for Manpower on labor relations and expanding scholarship admissions, KPC further reinforced the education-to-employment pipeline and ensured alignment with national workforce priorities. These initiatives are complemented by institutionalized systems for performance and career development reviews, which cover employees across all roles and functions. Distribution of promotions and coverage levels are tracked and transparently disclosed, ensuring fairness and accountability. Taken together, these policies, programs, and monitoring systems illustrate how KPC is shaping a workforce that is both capable of meeting today's operational demands and prepared to lead the sector into the future.

### Highlight:

#### Global Learning Partnerships

Recognizing the importance of global benchmarking, KPC introduced the Harvard Management Mentor/Spark program into its unified training system. This strategic collaboration with Harvard University provided employees access to world-class leadership tools, complementing local training and strengthening the oil sector's talent development framework. Through this partnership, KPC elevated managerial competencies, aligning leadership training with international best practice. This program demonstrated its ambition to foster innovation and cultivate leaders capable of steering the oil sector through future energy transitions.

**HARVARD**  
ManageMentor / **Spark.**



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## Highlight: Training & Leadership Development Representation



KPC designed and implemented a structured training pathway for Grade 15 employees to equip them for future leadership positions. This initiative, labelled the “Seniors” roadmap, ensures that leadership succession is aligned with operational needs while reinforcing performance governance across the Group.

## Subsidiary Highlight: Knowledge-sharing



KOC signed a cooperation agreement with Heidelberg University in Germany, aimed at enhancing healthcare collaboration, training, and knowledge-sharing between the institutions, building global expertise for future talent.

## Workplace Well-being

KPC places the well-being of its workforce at the center of its human capital strategy, treating it as a comprehensive system that combines healthcare access, preventive and educational health initiatives, safe workplace culture, competitive rewards, and life-stage support such as parental leave and retirement benefits. This approach reflects KPC’s belief that sustaining the energy sector requires not only technical excellence and innovation but also the protection, health, and satisfaction of its people.

Through continuous collaboration with subsidiaries, KPC ensures that policies and services are aligned, harmonized, and widely available across petroleum oil sector, thereby creating consistent and reliable employee experience that supports long-term resilience and social sustainability.

## Access to Healthcare and Medical Services

KPC provides its employees with multiple avenues of access to healthcare. An on-site clinic operates during working hours to respond to medical emergencies and everyday health needs, ensuring immediate access to care. Employees are also covered by health insurance, enabling them to utilize a wide range of private healthcare services across Kuwait. In addition, KPC’s employees and their families benefit from access to KOC Ahmad Hospital, further extending the availability of and expanding the accessibility to high-quality medical facilities and services.

Subsidiaries adopt similar models tailored to their operations contexts, including dedicated site clinicals periodic medical examinations, and emergency medical

services for both employees and contractors. This dual model of in-house care and insurance coverage ensures that employees and their families have comprehensive access to medical services.

Beyond immediate healthcare provision, subsidiaries embed contractor medical-coverage requirements into contracts, ensuring that the extended oil sector workforce is not excluded from protection. Contractors and their families often have access to government hospital services in Kuwait, supplemented by insurance arranged under contractual agreements. This inclusive approach emphasizes that health and safety are corporate responsibilities that extend across the value chain. For example, Ahmad Hospital, operated by KOC, continued to provide high-quality medical services to oil sector employees and their families throughout FY 2024-2025.



## Preventive and Promotional Health Programs

KPC recognizes that workplace well-being extends beyond clinical care and includes prevention and lifestyle management. Accordingly, KPC and its subsidiaries conduct a variety of health promotion initiatives aimed at reducing non-work-related health risks. These include seasonal flu vaccination campaigns, blood donation drives, digital health and mental wellness seminars, and broader healthy lifestyle campaigns while simultaneously enhancing performance management through its Performance & Reward system.

Subsidiaries complement these efforts with pre-employment and periodic medical examinations for employees and contractors, mandatory health checks, and awareness campaigns on critical issues including cardiovascular diseases, diabetes, nutrition, psychological stress, and fatigue management. Some entities also provide host in-house family physicians and organize well-being projects that extend support to employees and their families through health training and awareness materials.

KPC has also standardized branding and messaging for training and health-related programs, reinforcing consistency across subsidiaries. Recognition at Kuwait Quality Week for excellence in quality, safety, and energy further validated these collective efforts.

### Subsidiary Highlight: Awareness Campaigns



KPC and subsidiaries ran targeted awareness campaigns on breast cancer, smoking cessation, hydration, heart health, and mental well-being, promoting healthier lifestyles for employees and society.

By combining community engagement, for example with blood donation drives, with workplace awareness and inspections, KPC underscored that health and safety are shared responsibilities. This integrated approach not only safeguarded employees but also reinforced public health impact beyond company boundaries.





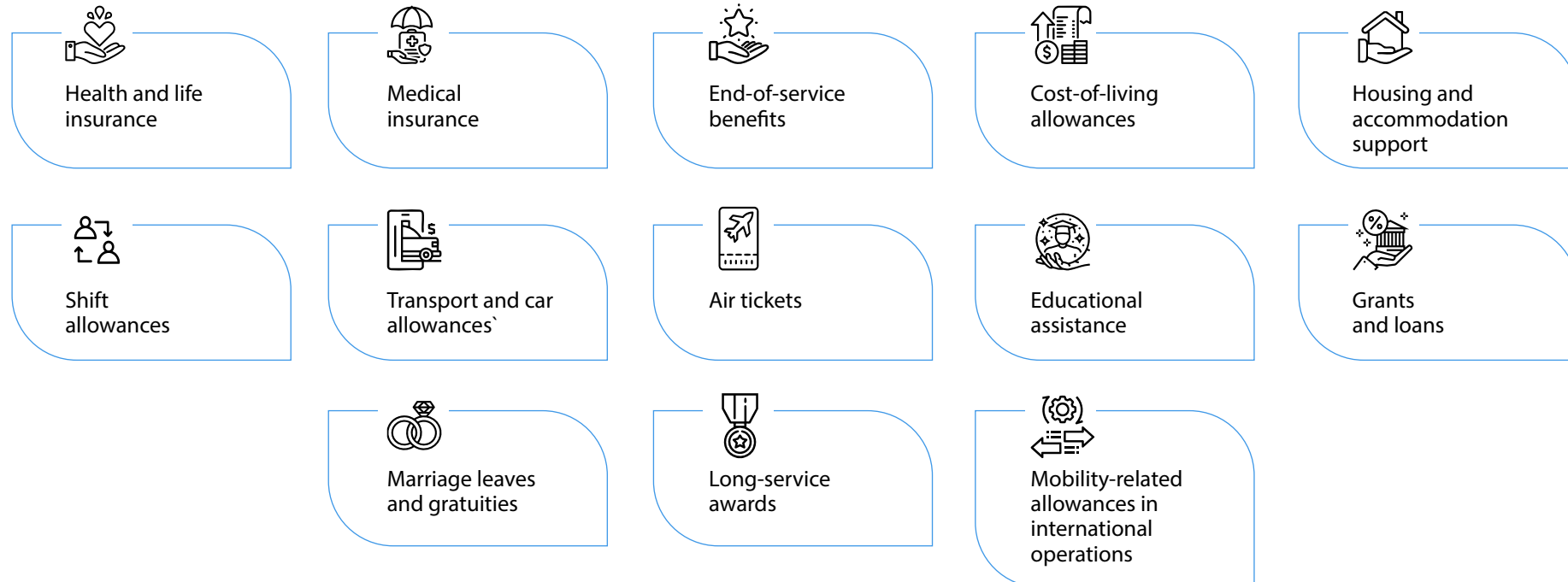
## Remuneration and Benefits

Well-being is deeply embedded in the remuneration and benefits architecture of KPC and its subsidiaries. Beyond base salaries, employees receive a broad suite of benefits designed to strengthen financial security, promote stability, and enhance overall quality of life.

By providing comprehensive benefits, KPC supports its employees at different stages of life, ensuring that they and their families are protected against risks, rewarded for their contributions, and encouraged to grow within the organization. This approach reduces turnover, fosters long-term loyalty, and builds resilience across the workforce. In a demanding sector such as oil and gas, where well-being directly influences safety, productivity, and engagement, these measures are essential to sustaining operational excellence.

This commitment also reflects KPC's ESG Strategy under the Social dimension, particularly its ambition to be an employee of choice. Transparent disclosure of benefits demonstrates accountability to employees and external stakeholders, while benchmarking compensation and well-being packages with international standards ensures competitiveness.

### KPC Employee Benefits Placemat \*



\* Refer to Table 12 in Appendix C for the full breakdown



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Engagement

Talent  
Development

Workplace  
Well-being

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Taken all together, this illustrates KPC's commitment to creating a supportive and inclusive workplace where employees feel valued and empowered. This is an approach that directly aligns with the Group's sustainability priorities and demonstrates KPC's role as a socially responsible employer.

Eligibility for these benefits is communicated to employees by the HR department at key stages of each employee's career within KPC. For example, life and health insurance typically covers all full-time employees, while contractors may receive coverage through their employers as per contractual obligations. Parental leave is available to all women across the sector, with KPC tracking not only entitlement and uptake but also return-to-work rates

and retention after twelve months. This comprehensive monitoring ensures that parental leave does not hinder career progression, reinforcing inclusivity and long-term employee retention.

In line with this approach, financial contributions to employee benefits remain substantial across the Group. While these contributions may differ among subsidiaries based on workforce size and operational context, KPC continues to allocate a significant portion of total personnel expenditures toward well-being programs, insurance coverage, and employee support schemes. This sustained investment underscores KPC's belief that employee welfare is integral to long-term productivity and organizational resilience.

## Performance, Equity, and Compensation Governance

Beyond direct benefits, KPC also ensures fairness and equity in compensation. As a government-owned entity, KPC adheres to salary brackets and compensation structures set by the State of Kuwait, ensuring consistency, compliance. Within this framework, the Corporation further enhances transparency by tracking indicators such as the ratio of average women's salary to men's salary across all employee categories, including top management, middle management, team leaders, and frontliners. These ratios highlight both progress achieved and areas requiring further attention.

KPC also monitors entry-level wages ratios relative to minimum wage for both male and female employees, reinforcing its compliance to fair pay standards. In parallel, KPC discloses additional metrics including pay ratios, comparing the highest-paid individual to the median employee, as well as compensation growth ratios over time. These measures provide stakeholders with accountability regarding wage equity and fair distribution of rewards.

Furthermore, KPC tracks retirement-related provisions and contributions, which cover both the Public Institution for Social Security (PIFSS) and the oil sector's special retirement fund. Together, these mechanisms provide robust and reliable retirement benefits for Kuwaiti employees, supporting long-term financial security and well-being.





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## Safety Competency

KPC considers safety competency as the backbone of operational excellence, ensuring that every employee, contractor, and partner is equipped to carry out their roles safely and responsibly while closely tracking the outcomes. The Group's approach integrates comprehensive policies, robust training systems, and clear reporting and accountability mechanisms to cultivate a culture where safety is both a personal and collective responsibility.

Notably, these activities are reinforced by health and safety awareness campaigns, which extend to contractors and often involve collaboration with national healthcare providers. At the sector level, KPC headquarters has played a leading role in shaping cultural changes. During the reporting period, an HSSE cultural survey was conducted, accompanied by audits across subsidiaries to deepen the importance of embedding safety and well-being values into daily operations. These actions highlight KPC's commitment not only to responding to risks but also to developing a resilient and proactive health culture.

The positive impacts of KPC's safety competency efforts are far-reaching. Safeguarding lives and preventing injuries or illnesses remains the foremost outcome, supported by a strong culture that reduces operational disruptions and increases efficiency. A consistently high level of safety performance positions KPC's reputation as a responsible employer and reliable partner. Beyond KPC's direct operations, the application of high safety standards among contractors and suppliers fosters improvements across the value chain and group-wide operations. To further recognize and integrate these practices, KPC conducts regular health and safety campaigns, recognition and reward programs, and safety culture surveys to actively engage employees and contractors in continuous improvement.

Through KPC's HSSE Management System, safety competency serves as a driving force for continuous improvement and operational excellence. The system ensures that all personnel and contractors operate within a well-defined framework of prevention, accountability, and care. By integrating proactive risk management, regular safety assessments, and robust vetting procedures, KPC not only protects the health and well-being of its workforce but also enhances operational reliability and trust. These measures uphold a culture where safety excellence is embedded in every activity, strengthening performance, resilience, and stakeholder confidence across the value chain.

### Preventive safety measures include:



## Policies and Procedures

Safety competency is supported by a comprehensive suite of formal policies and procedures that guide risk management and operational integrity across the Group. KPC maintains a Group-wide HSSE policy which outlines the Corporation's commitment to protecting people, assets, and the environment. Supporting frameworks include "Work permit system and Risk Assessment" for high-risk activities, emergency response plans with drills and exercises, and mandatory incident reporting and investigation processes. These policies ensure that hazards are systematically identified, risks are controlled according to the hierarchy of controls, and lessons learned are continuously integrated into operational practices reinforcing a culture of safety, accountability, and continuous improvement.

## Occupational Health and Safety Systems

At KPC, safeguarding people is central to operational excellence. Work-related hazards are determined through structured assessments, audits, and employees consultations.

At KPC headquarters, hazards such as slips, trips, and falls are addressed through building inspections, signage, and awareness measures. Subsidiaries extend this to operational hazards such as confined space entry, lifting operations, exposure to chemicals, or mechanical and electrical risks. To manage these effectively, each entity applies systematic tools, ranging from Job Safety Analyses (JSA) and Hazard and Operability Studies (HAZOP) to critical task risk assessments and Management of Change reviews, ensuring hazards are identified and mitigated to "as low as reasonably practicable" (ALARP) standards.



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As a result of these proactive assessments, KPC continues to strengthen its commitment to achieving zero work-related fatalities across all operations. While limited cases of work-related ill health and incidents were reported at the subsidiary level, these occurrences underscore the inherent risks of large-scale industrial operations and the importance of continuous vigilance. KPC remains focused on reducing such incidents through enhanced monitoring, training, and preventive measures, supporting a strong culture of safety and care.

Contractor safety is equally prioritized, with all incidents and fatalities integrated into Group-wide safety dashboards to ensure full transparency and accountability. By embedding contractor performance into the same reporting structures as employees, KPC ensures a comprehensive view of the oil sector's health and safety performance and underscores that contractor well-being is inseparable from corporate safety excellence.



~48% ↓

**Employees  
Injuries**

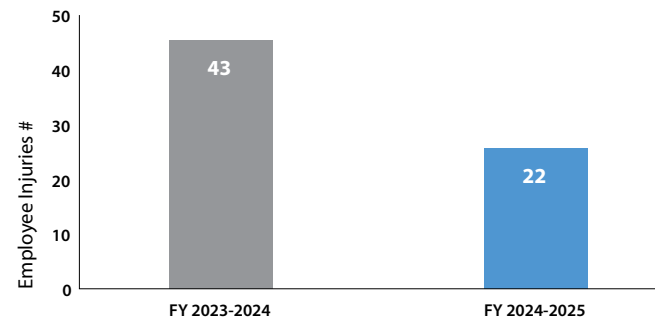


~19% ↓

**Contractors  
Injuries**

Lessons learned from incident investigations are systematically used to improve monitoring, reporting, and knowledge-sharing across the Group. This strengthens the corrective and remediation process, which includes prompt reporting of all incidents, near misses, and unsafe conditions, to ensure that remediation efforts are consistently applied and generalized across operations. Despite incidences, performance indicators show steady progress whereby Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Incident Rate (TRIR) are tracked across the Group, with most subsidiaries maintaining relatively low levels or demonstrating improvement year-on-year.

**Total Number of Employee Injuries\***

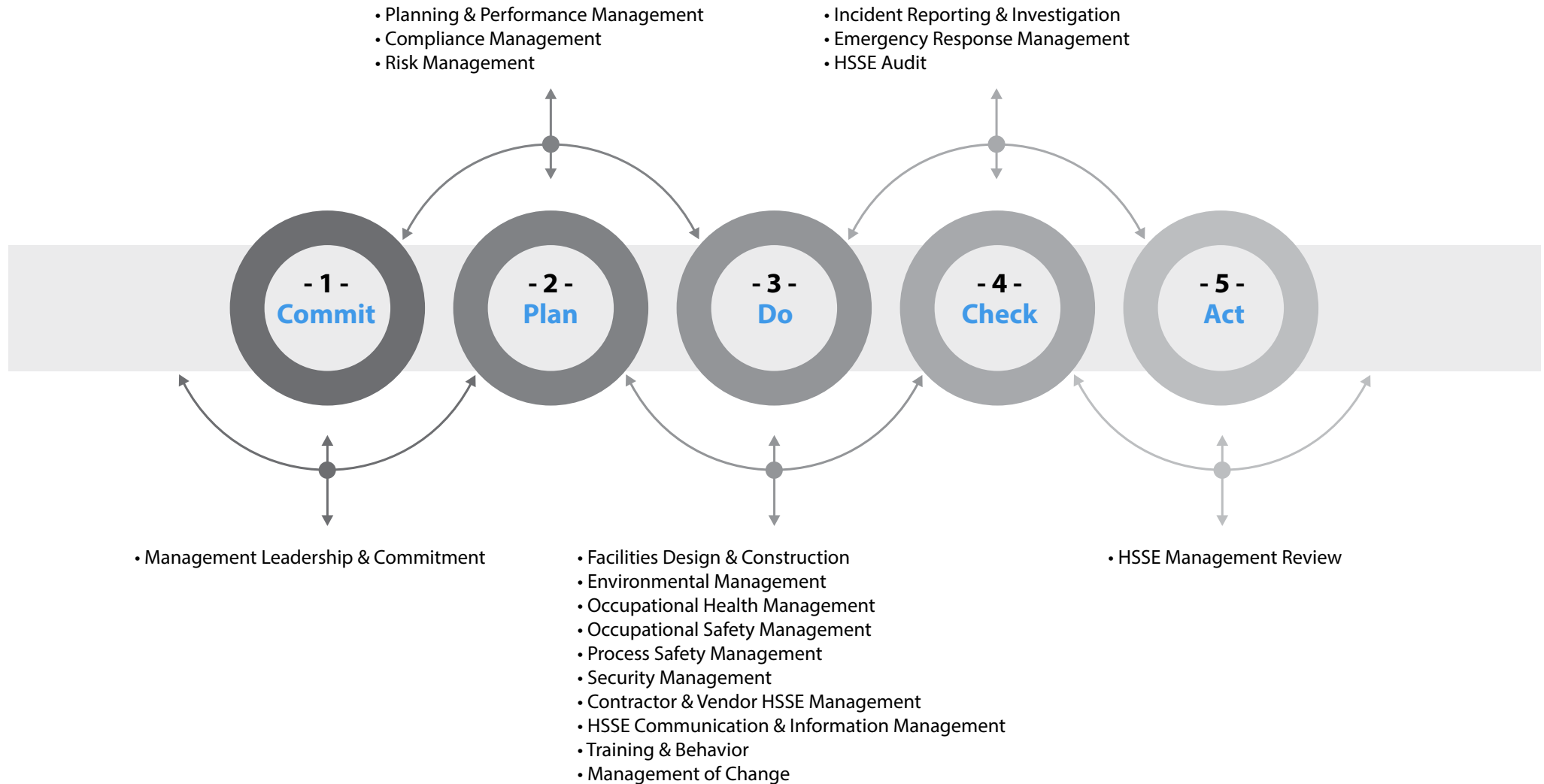


\* Refer to Table 16 in Appendix C for the full breakdown

Workforce  
ProfileEmployee  
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DevelopmentWorkplace  
Well-beingSafety  
Competency

## KPC Group's HSSE Management System

The system is built on a **five-step cycle** that integrates leadership, compliance, and continuous improvement across all subsidiaries:





## Reporting and Participation

Central to safety competency is an open culture of reporting. KPC maintains a formal incident reporting and investigation procedure that enables employees to raise unsafe acts, unsafe conditions, or suggestions without fear of reprisal. Workers are authorized to suspend activities under the “stop-work authority” if conditions are unsafe, a right upheld through the Work Permit System and risk assessment procedures.

Participation is further embedded through safety committees, communication platforms, and regular engagement forums enabling employees and contractors contribute to the development, implementation, and review of safety procedures.

Additionally, every incident or near miss is investigated to identify root causes and develop corrective action with lessons learned shared across the Group to prevent recurrence. This culture of learning supported by observation audits, periodic inspections, and emergency drills, which ensure preparedness and continuous improvement.

The effectiveness of these systems is reflected in increased safety awareness, a proactive safety culture, and consistently high compliance levels confirmed through internal and external audits. KPC’s occupational health and safety management systems, covering both employees and contractors. Furthermore, KPC’s occupational health and safety systems are validated through ISO 45001:2018 certification process, ensuring that safety data is captured and communicated in a consistent and internationally recognized manner, covering both employees and contractors.

## Training and Competence Development

KPC invests significantly in HSSE training to build competence and reinforce a safety-first culture across its workforce. Training plans are comprehensive, spanning general awareness, role-specific technical training, and emergency response drills. Employees complete structured training aligned with annual plans, achieving high completion rates across the Group. Average training hours for employees, contractors, and short-service staff are reported separately, with figures indicating continuous investment in safety skills.

Going beyond compliance, KPC runs safety campaigns, recognition programs, and cultural surveys to encourage proactive engagement and reward positive behaviors. These initiatives contribute to resilient safety culture and ensure that competence development remains a cornerstone of operational excellence.

Overall, KPC’s overarching goal remains the achievement and sustainability of zero fatalities, with specific KPIs set for maintaining low LTIFR and TRIR levels, as well as training coverage. While progress is strong, these targets are continuously pursued, acknowledging that health and safety require constant vigilance. Future actions include aligning and standardizing Health & Safety KPIs across all subsidiaries, particularly in relation to contractor performance, and incorporating them into the unified HSSE reporting system. This step will ensure consistency, comparability, and accountability across the Group.



### Average HSSE Training Hours per Employee\*

FY 2023-2024

7

FY 2024-2025

6



### Average HSSE Training Hours per Contractor\*

FY 2023-2024

5

FY 2024-2025

17

\* Refer to Table 11 in Appendix C for the full breakdown



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### Towards a Sustainable Future



Kuwait Petroleum Corporation and subsidiaries | مؤسسة البترول الكويتية وشركاتها

# 4



## Building Socio-Economic Impact



رؤية الكويت 2035 | KUWAIT VISION



Pillar 2: **Economy**



Pillar 6: **Human Capital**

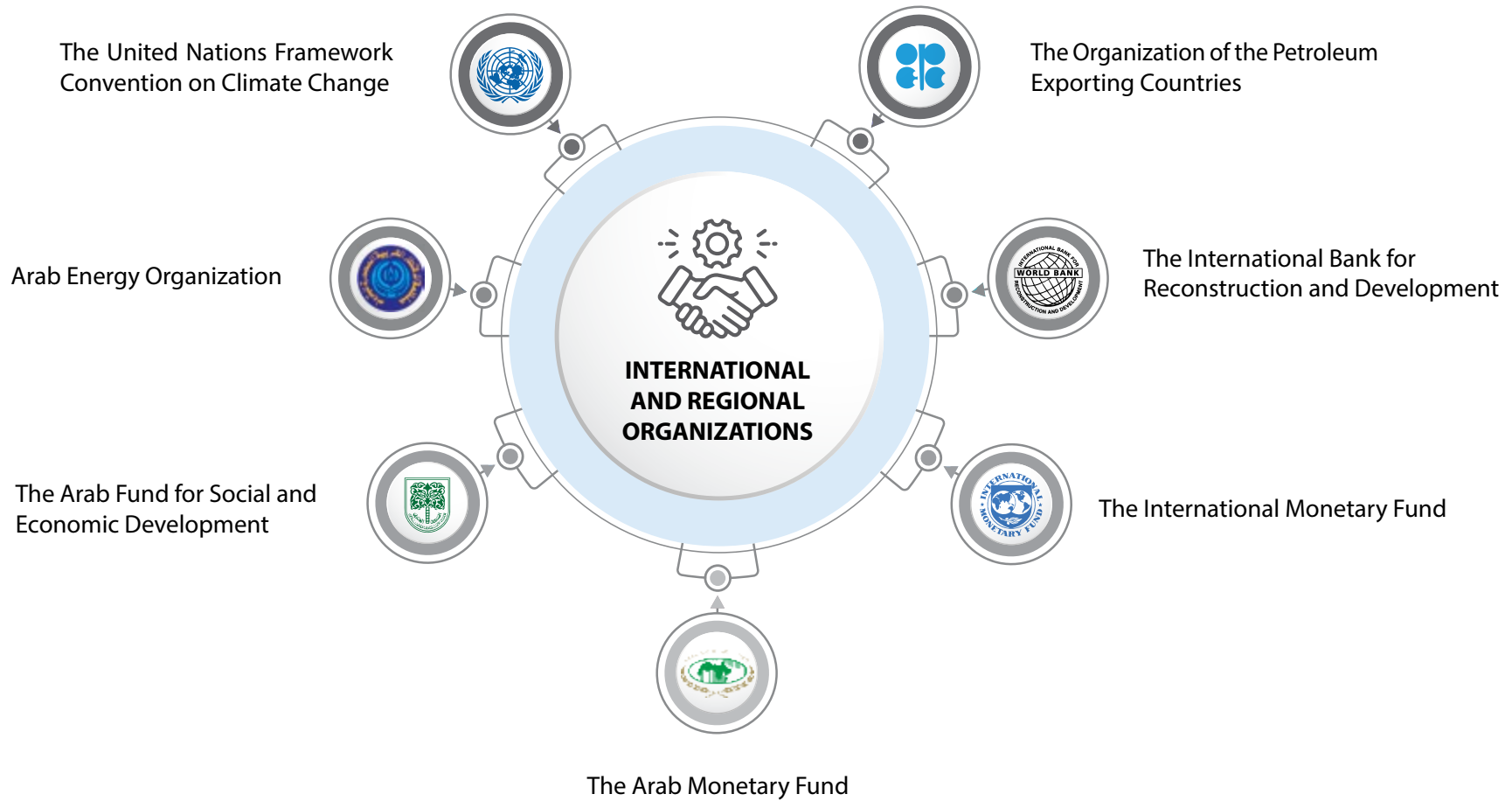


Pillar 7: **Global Position**





KPC and its subsidiaries recognize that the oil and gas sector play a pivotal role in shaping Kuwait’s economy and society. As the nation’s only energy producer, KPC is committed to ensuring energy security and delivering economic value, while embedding responsible practices that promote human rights, support sustainable development, and foster community prosperity. The following subsections highlight how KPC contributes to economic growth, safeguards fundamental rights, and channels investments into communities.





Growth  
Strategy

Human  
Rights

Economic  
Contribution

Local Procurement  
Development

Community  
Investment

## Growth Strategy

KPC approaches growth through integrated strategy that balances national priorities, global energy market dynamics, and its mandate as the steward of Kuwait's hydrocarbon wealth. The Corporation's strategy is designed to reinforce its position as a leading international oil and gas player, while ensuring that its economic, social, and environmental contributions remain aligned with Kuwait's Vision 2035 and the global transition toward sustainable energy systems.

Through active participation in key global and regional events between 2023 and 2025, KPC fortified its leadership in the global energy landscape. These engagements strengthened international visibility, promoted policy alignment, and enabled knowledge exchange, reaffirming the Corporation's commitment to shaping a sustainable and competitive energy future in Kuwait and the region.



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RightsEconomic  
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## KPC Participation in Global & Regional Events

KPC and its subsidiaries recognize that the oil and gas sector play a pivotal role in shaping Kuwait's economy and society. As the nation's only energy producer, KPC is committed to ensuring energy security and economic value, and embedding responsible practices that advance human rights, supporting sustainable development, creating employment opportunities, and fostering community prosperity. The following subsections highlight how KPC approaches economic growth, safeguards fundamental rights, and channels investments into communities.

### Annually



#### UNFCCC United Nations Framework Convention on Climate Change

KPC actively participates in the annual conference, reiterating its commitment to global climate action, transparency, and alignment with international decarbonization frameworks.

### FY 2023-2024



#### 8th International Conference on Energy Research and Development (ICERD-8)

KPC demonstrated its commitment to energy innovation and research collaboration, showcasing advancements that align with Kuwait's sustainable energy goals.



#### CERAWEEK 2024 – Houston, USA

KPC upheld its leadership in the global energy dialogue, positioning itself as a key contributor to innovation and the transition.



#### Gulf BIM & Digital Construction Conference & Expo

KPC showcased its commitment to digital transformation and BIM adoption, advancing efficiency and sustainability across operations.



#### COP28 – UAE

KPC highlighted Kuwait's climate strategy, announcing the country's long-term net-zero ambitions by 2060 and its 2050 decarbonization commitments for its oil sector.

### FY 2024-2025



#### CERAWEEK 2025 – Houston, USA

KPC positioned itself as a central voice in the global energy transition, featuring multiple high-level speaking roles and strategic engagements.



#### 9th OPEC International Seminar

KPC strengthened its policy influence and global partnerships, emphasizing energy security and the evolving role of hydrocarbons.



#### 18th Annual GPCA Forum

KPC highlighted its leadership in the petrochemicals sector, featuring youth-driven innovation through PIC's participation in the GPCA Youth Forum.



#### GPA – GCC Chapter 30th Technical Conference & Exhibition

KPC showcased its operational advancements and technical excellence, reinforcing its position as a regional leader in gas processing and innovation.



#### SPE Annual Technical Conference & Exhibition – USA

KPC facilitated knowledge exchange and benchmarking in petroleum engineering, enhancing technical capabilities and international collaboration.



#### MEOS- GEO 2025 - Middle East Oil Gas and Geosciences Show

KPC solidified its regional leadership in upstream development, promoting dialogue on advanced and sustainable geoscience solutions.



#### COP 29 - Baku

KPC participated in COP 29 during November 2024 as part of Kuwait Negotiation team headed by KEPA.



In an exclusive interview with The Energy Year (2024), Sheikh Nawaf Saud Al-Sabah, Deputy Chairman and CEO, outlined the Company's strategic roadmap to balance Kuwait's energy security with global sustainability commitments. KPC plans to invest USD 110 billion towards energy transition projects aimed at achieving carbon neutrality by 2050.

### The strategy emphasizes:



**Energy Security:**  
Maintaining reliable supply through robust reserves and infrastructure.



**Transition:** Expanding renewable energy, CCUS, and enhancing operational efficiency through digital and low-carbon technologies.



**Economic Growth:**  
Driving petrochemicals expansion, private-sector engagement, and SME support.



**Innovation:** Leveraging advanced technologies to enhance recovery and optimize its operations and production efficiency.

Together, these strategic priorities position Kuwait as a reliable global energy supplier while advancing national resilience and alignment with the UNSDGs and ESG principles.

Leadership Insight:

# Securing Kuwait's Energy Future



[Click here to read the article](#)



## Private Sector Participation and Diversification

KPC is actively advancing Kuwait's economic diversification efforts by implanting a robust local content strategy to boost non-oil revenue and increase private sector participation (PSP) in the oil and gas sector. This strategy encourages investment across the value chain from goods and services to downstream manufacturing, creating new opportunities for local businesses and fostering the growth of small and medium enterprises (SMEs).

To further embed national value, KPC is integrating In-Country Value (ICV) requirements into downstream contracts, ensuring greater engagement of local suppliers, creating jobs for nationals, and maximizing economic returns within Kuwait. In parallel, a comprehensive feasibility study is underway to establish a state-of-the-art Petroleum Industrial Park, which will serve as a catalyst for industrial innovation and economic expansion beyond hydrocarbons.

Additionally, to stimulate private-sector participation, KPC launched the K-Tendering digital platform designed to connect local suppliers with sector opportunities across the Oil Sector. By publishing a long-term supply and demand outlook through 2050, KPC also provided clarity to stakeholders, enabling businesses to plan strategically and align their capabilities with the future needs of Kuwait's Oil Sector. These initiatives reinforce KPC's role as a catalyst for local economic development while advancing national objectives under Kuwait Vision 2035.





## Highlight: Securing LNG Supply



In a landmark achievement, KPC signed a 15-year Sale and Purchase Agreement (SPA) to supply of up to 3 million tons per annum of Liquefied Natural Gas (LNG) to Kuwait's Al-Zour LNG terminal. Deliveries, which commenced in 2022, are supporting the nation's growing energy demand, particularly in power generation.

This agreement not only secures reliable access to cleaner energy but also reflects KPC's commitment to environmental responsibility. As His Excellency Dr. Khaled A. Al-Fadhel, Former Minister of Oil and Chairman of KPC, emphasized: "The State of Kuwait is embarking on an ambitious path of economic growth, which requires cleaner energy sources such as natural gas that will contribute to reducing emissions and improving local air quality."

## Strategic Crude Supply Partnership



KPC also concluded a long-term crude oil supply contract with a leading regional crude trading company. The agreement secures Kuwaiti Export Crude (KEC) supplies for processing at the contractor's refineries in Asia, supporting regional refining operations and strengthening cooperation between two of the largest national oil companies in the Gulf region. This partnership diversifies export outlets for KPC, enhances supply security, and underscores the strategic energy interdependence of the region.

## Expanding Trading and Marketing Mandates



KPC broadened its revenue diversification efforts by granting a marketing and trading mandate in Singapore, leveraging its presence in Asia's dynamic energy hubs. This move enhances KPC's ability to capture value from international markets while providing flexibility to respond to shifting global demand patterns.

Growth  
StrategyHuman  
RightsEconomic  
ContributionLocal Procurement  
DevelopmentCommunity  
Investment

## Domestic Growth Initiatives and Future Orientation

In February 2025, KPC launched the Kuwait Today initiative to attract private-sector investment in local industries, further strengthening domestic industrial capacity. More than just a funding mechanism, this initiative laid the groundwork for projects such as the Shaleem development and a regional industrial hub, while progressing a new fuel station network. These steps reflect KPC's intent to deepen economic linkages within Kuwait and reduce over-reliance on exports.

At the same time, KPC demonstrated agility in addressing operational challenges, such as resolving diesel quality issues at Al Zour and rescheduling shipments, thereby avoiding financial losses estimated at nearly one million dollars. By securing new marketing agreements, including petroleum coke exports with OQ Trading and marine fuel oil sales, KPC demonstrated its ability to convert operational challenges into opportunities for long-term value.

Importantly, these initiatives are interconnected within KPC's broader strategy to strengthen Kuwait's energy ecosystem. Building on earlier strategic priorities, this phase focuses on translating these strategies into tangible domestic outcomes. The new fuel station network, for example, reflects KPC's forward-looking vision to meet current mobility needs while integrating future solutions such as EV charging infrastructure. Likewise, feasibility studies for the regional industrial hub create pathways for new industries including biofuels, hydrogen, and circular-economy projects.

Consequently, these domestic growth initiatives reinforce KPC's ESG Strategy commitments under the pillars of socio-economic value creation and systematic risk management. By encouraging private-sector participation, supporting

industrial diversification, and securing new global partnerships, KPC is actively building resilience against market volatility while supporting Kuwait's long-term development goals.

### Subsidiary Highlight: Initiating KOC's First Offshore Production Operations

In 2024, KOC participated in the Offshore Technology Conference (OTC) & Exhibition in Houston, represented by a high-level delegation led by the CEO, alongside Deputy CEOs and senior technical leaders. As the world's leading offshore industry event, OTC provided a strategic platform to exchange expertise, explore advanced technologies, and engage with global industry and government stakeholders to support KOC's strategic objective of initiating its first offshore upstream operation.

## Human Rights

KPC and its subsidiaries uphold human rights as a core component of their business values and sustainability framework. Human rights are identified among the eleven prioritized material topics within KPC's ESG Strategy, embedding them into Group-wide governance, oversight, and disclosure practices.

In line with this commitment, KPC and its subsidiaries ensure full compliance with the KPC Code of Conduct,

which reflects the laws of the State of Kuwait and incorporates principles drawn from the United Nations Charter and human rights treaties ratified by the State of Kuwait. KPC headquarters further strengthens oversight through contractor audits, transparency measures, and alignment with ESG disclosure requirements, ensuring that the Corporation's values are consistently applied across the supply chain and extended to employees, contractors, and business partners.

In reflection of the aforementioned commitments, KPC's Code of Conduct explicitly prohibits forced labor, child labor, discrimination, and any restrictions on freedom of association. It also commits the Corporation to fair wages, ethical treatment, and safe working conditions, applied uniformly across the Group's direct workforce and contracted partners. In conjunction, subsidiaries play an active role in implementation by conducting contractor audits, welfare assessments, and working-condition evaluations to verify alignment with Kuwait's labor laws and international standards.

KPC also safeguards employees' right to collective representation. Freedom of association is formally recognized across the Group, enabling employees to organize, engage in dialogue, and participate in workplace decisions without fear of retaliation.

Oversight of these commitments rests with the KPC Board of Directors, which approves relevant policies and ensures their integration into corporate governance structures. To maintain strong compliance, Internal Audit regularly evaluates adherence to legal, regulatory, and policy requirements, including those related to human rights, through scheduled reviews across the Group. To support accountability and continuous improvement, KPC complements these governance mechanisms with structured monitoring and transparent disclosure practices.



The Compliance Officer—who also serves as the Head of the Legal Department—monitors adherence to the Code of Conduct, including the tracking of any violations of laws or regulations. KPC ensures that findings are disclosed annually in the ESG Report, reinforcing transparency, and ensuring consistent accountability across the organization.

## Group-Wide Integration

KPC establishes an overarching framework for human rights across the Group, ensuring that all subsidiaries uphold consistent principles while developing policies tailored to their operational intricacies. The KPC and Subsidiaries Worker Rights Policy has been fully adopted across all entities, providing comprehensive protection for the rights and welfare of employees and contractors.

Within domestic upstream operations, KOC reinforces these commitments through policies and procedures that uphold Kuwait's labor laws and international human rights standards. Similarly, for example, KGOC integrates human rights considerations across its Divided Zone operations, ensuring that worker welfare, fair treatment, and labor protections are embedded across joint operations.

In the international upstream segment, KUFPEC has implemented a dedicated Anti-Modern Slavery and Anti-Human Trafficking Policy. This policy is accessible to employees and is also shared with external stakeholders, such as financial institutions and customers,—upon formal request, demonstrating transparency and accountability across its global activities.

In further demonstrations across the domestic downstream segment, KNPC applies a Worker Welfare Policy aligned with ILO and World Bank standards, ensuring that welfare practices are benchmarked against internationally recognized principles. Furthermore, KIPIC enforces Modern Slavery and Anti-Bribery Policies and embeds these commitments into supplier contracts, further strengthened through established whistleblowing systems that provide safe reporting channels. KIPIC also promotes respect for cultural and religious diversity, fostering an inclusive workplace grounded in trust and collaboration.

In international downstream operations, KPI integrates human rights considerations into its operational standards and supplier engagement processes, ensuring alignment with both Kuwaiti law and international requirements. Moreover, within the petrochemicals segment, PIC enforces Modern Slavery and Anti-Bribery commitments across its contractor base, supported by due-diligence screening and compliance monitoring.

At the midstream level, KOTC promotes worker welfare and ethical labor practices across its fleet operations, ensuring that maritime staff and logistics workers are protected under Group-wide human rights commitments and international maritime labor conventions.

Collectively, these measures demonstrate how KPC's human rights principles are translated into segment-specific policies that address distinct operational risks to human right violations while ensuring consistent protection for workers and partners across the entire value chain.

## Communication and Awareness

KPC ensures the effective communication of its human rights commitments through a variety of accessible channels, including corporate websites, mobile applications, training programs, employee handbooks, induction sessions, and contractual clauses. Furthermore, awareness campaigns are regularly conducted to enhance understanding of roles and responsibilities in adopting such commitments with all stakeholders, internally and externally.





## Case Study

### Empowering Workers through the “Know Your Rights” Campaign

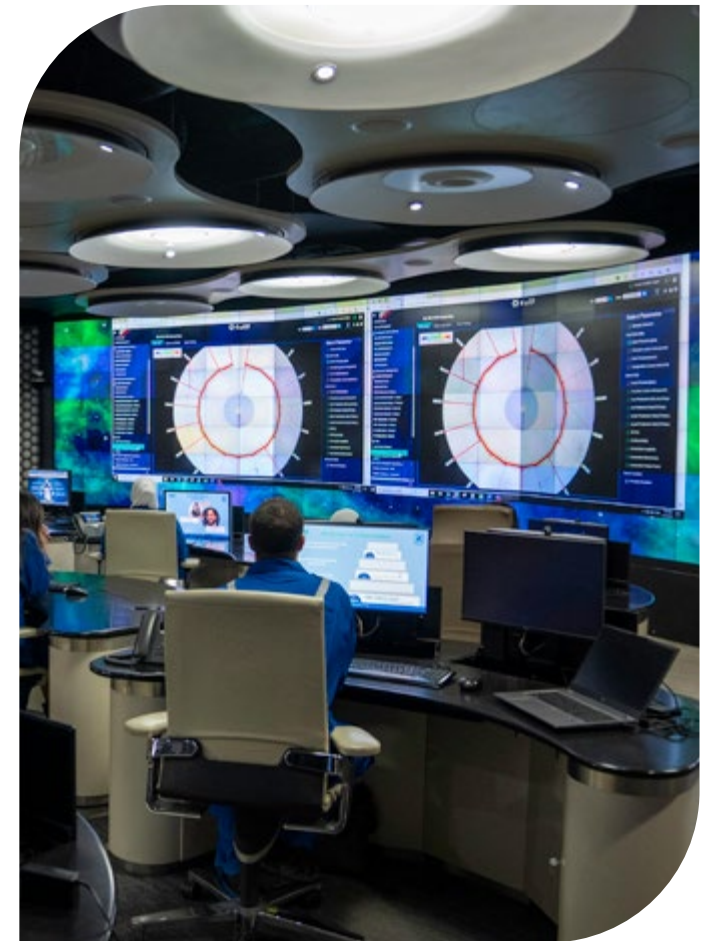
As part of embedding human rights into daily practice, KPC and its subsidiaries have placed a strong emphasis on awareness and education. A prime example is the “Know Your Rights” campaign, launched by a group subsidiary through its Complaints and Social Welfare Committee. The initiative was specifically designed to reach foreign workers employed in the company’s projects and raise awareness of their contractual and legal rights under Kuwaiti labor law.

Over the course of two days, committee members conducted field visits to contractor housing sites in the Mangaf, Mahboula, and Shuaiba Industrial areas. These direct engagements enabled workers to ask questions, clarify obligations, and gain a practical understanding of their entitlements. To ensure accessibility, information was distributed in eight different languages, including Arabic, English, Korean, Japanese, Hindi, Urdu, Chinese, and Tagalog, ensuring inclusivity and a broad reach. In addition, sessions were organized to raise awareness among employees and there were mandatory online courses on modern slavery for employees and contractors.

The campaign went beyond awareness sessions, whereby introductory publications, posters, and visual materials reinforced key messages, while committee-led meetings emphasized both rights and responsibilities. Workers were guided on how to secure their entitlements, how to uphold workplace obligations, and where to seek support if they faced violations.

Complementing these efforts, KPC has made human rights training mandatory for all employees and contractors, including online courses on modern slavery, as mentioned above. This structured approach ensures that awareness is not limited to a single campaign but embedded systematically across the workforce.

Furthermore, KPC integrates human rights awareness within its Code of Conduct framework and learning agenda, ensuring employees understand fair treatment, labor rights, and non-discrimination principles. E-learning modules covering labor rights and anti-discrimination are available for employees. Some subsidiaries complement these efforts by providing dedicated training on modern slavery risks tailored to the oil and gas sector’s operating environment. These sessions highlight the specific risks that can arise in large-scale projects that require suppliers and contractors to carry out management services. These risks may include deceptive recruitment practices, contract substitution, excessive recruitment fees, retention of passports, exploitative working hours, or unsafe living conditions. Awareness campaigns are regularly conducted to reinforce a culture of respect for individual rights and to build awareness among contractors and third parties.

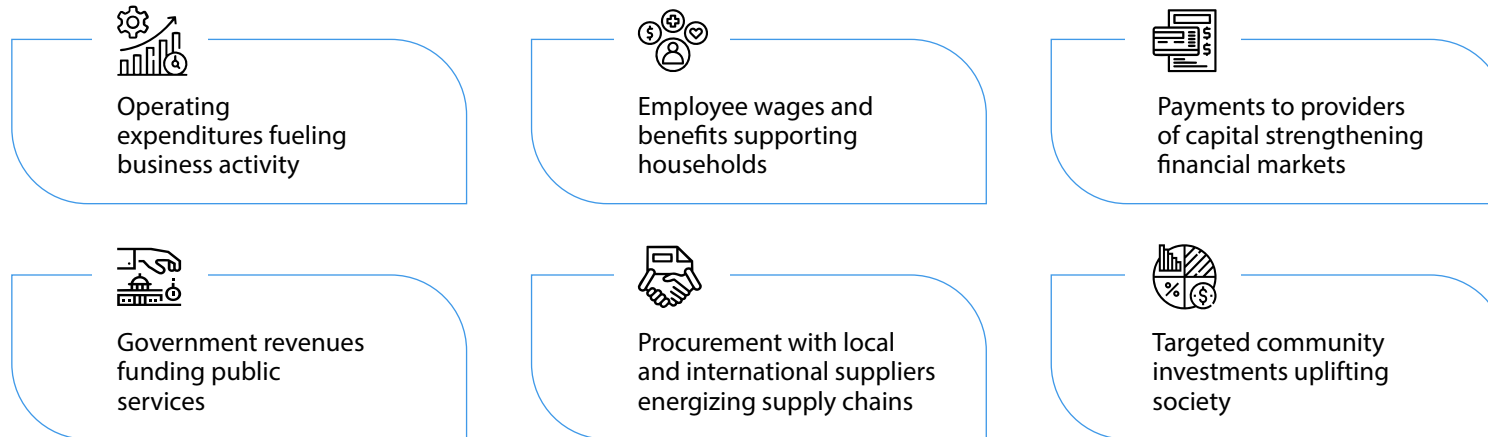




## Economic Contribution

KPC and its subsidiaries play a pivotal role in Kuwait's economic landscape, creating direct financial value while also generating wider indirect and induced benefits across both national and international economies. The Group's contribution spans multiple dimensions from contributions to government revenues to procurement with local and international suppliers, and targeted community investments. Collectively, these activities cement KPC's central role as both a commercial leader and a driver of sustainable economic development.

### KPC contributes towards Kuwait's growth through:



This contribution is closely aligned with the Kuwait Vision 2035, particularly its pillars of Economy and Human Capital. By supporting local suppliers, employing and training national talent, and contributing significantly to the state budget, KPC helps to diversify Kuwait's economy, build workforce capacity, and enhance national competitiveness. In parallel, KPC's international subsidiaries extend this impact abroad by generating tax contributions, creating jobs, and sourcing goods and services from host countries; further embedding KPC's global socio-economic footprint.

At the strategic level, these actions advance the commitments set out in KPC's ESG Strategy. Under the material topic of Socio-Economic Value Creation, the Group has pledged to increase transparency in reporting its economic impact, expand local content, and disclose social investments more systematically. A dedicated local content function and a Sponsorship and Donations Committee ensure governance and oversight, while the ESG team coordinates data collection across subsidiaries, such as government contributions, nationalization rates, local supplier sourcing, and community investment outcomes.

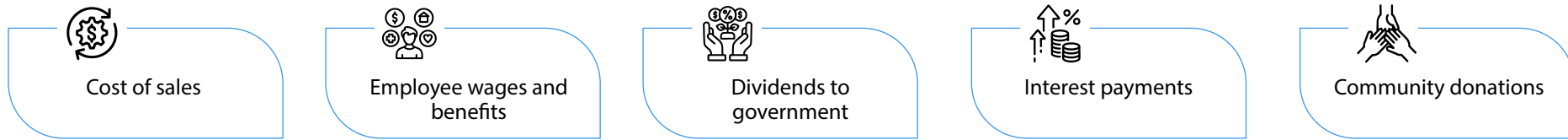
Together, these measures demonstrate that KPC's economic value is not confined to financial performance. It is equally about delivering long-term, sustainable benefits that support Kuwait's national aspirations while aligning with global frameworks such as the UNSDGs.



## Economic Value Generation and Distribution

KPC stands as a cornerstone of Kuwait’s fiscal stability, channeling substantial revenues directly into the national budget and supporting a wide range of socio-economic priorities. During the reporting period, the Group’s consolidated operations generated strong sales revenues across upstream, downstream, midstream, and international segments, representing a steady contribution to national income and overall GDP growth. These revenues, distributed through multiple streams such as operational expenditures, employee compensation, government payments, and community investments, underline KPC’s enduring role as both an energy provider and a driver of Kuwait’s economic resilience and diversification.

**KPC’s sales revenues branch into multiple streams of economic value creation:**



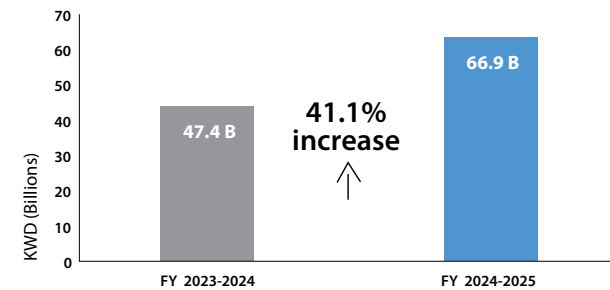
Across the reporting period, KPC and its subsidiaries maintained strong financial resilience, reflecting a steady upward trend in economic performance. The direct economic value generated increased year-on-year, driven by stronger results from refining and petrochemical subsidiaries and enhanced contributions from international operations. This growth highlights both market recovery and the success of diversification across the petroleum value chain.

In parallel, the total economic value distributed also rose compared to the previous year. The largest shares continued to be directed toward operational expenditures, employee compensation, and payments to providers of capital, reaffirming KPC’s position as a key contributor to Kuwait’s fiscal stability. Payments to government entities remained a vital component, while community investments reinforced the Corporation’s broader socio-economic responsibility framework.

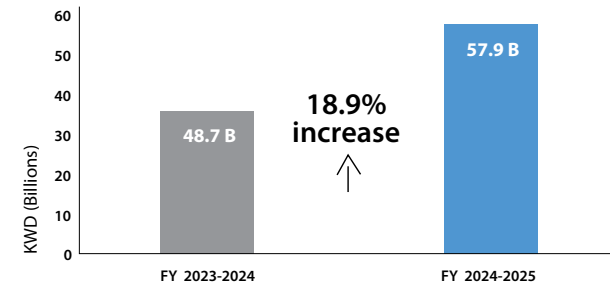
This balance between value generation and distribution demonstrates KPC’s ability to sustain momentum while reinvesting in growth-oriented activities. The alignment between financial performance and stakeholder value underscores the Corporation’s continued contribution to national prosperity and long-term sustainability.

At the Group level, KPC’s value creation extends beyond commercial returns. A significant share of revenues is reinvested into operations that sustain the supply chain, wages and benefits that support households, and dividend transfers that strengthen national revenues. As shown above, these represent the main channels through which KPC creates and distributes value across the economy. This ongoing cycle of value generation ensures that KPC remains a key driver of Kuwait’s economic stability and resilience.

**Total Direct Economic Value Generated (Group Revenue)\***



**Total Economic Value Distributed (Group Spending)\***



\* Refer to Table 17 in Appendix C for the full breakdown



Growth  
Strategy

Human  
Rights

Economic  
Contribution

Local Procurement  
Development

Community  
Investment

Subsidiaries contribute in diverse ways, reflecting the scope and nature of their operations. Operating entities across all streams allocate significant portions of their budgets to core areas that drive economic activity, operational costs, employee compensation, and dividend transfers to KPC. Meanwhile, international subsidiaries strengthen economic ties abroad through local employment and supplier engagement alongside targeted community contributions. Overall, the data demonstrate that KPC continues to channel the majority of its generated value back into Kuwait's economy, maintaining a positive net contribution and reinforcing its role as a national growth enabler. This contribution supports government revenues, household livelihoods, and local enterprise ecosystems, while ensuring long-term sustainability.



Growth  
StrategyHuman  
RightsEconomic  
ContributionLocal Procurement  
DevelopmentCommunity  
Investment

## Indirect Economic Impacts

KPC's Local Content Department plays a central role in enhancing private-sector participation in the oil and gas industry, thereby creating wider socio-economic benefits. By offering opportunities across goods and services, downstream operations, and private-sector participation frameworks, KPC helps to generate employment, diversify financial resources, and strengthen local business capacity. These efforts ensure that national suppliers are not only integrated into KPC's operations but also positioned to grow alongside Kuwait's evolving energy sector.

In upstream operations, indirect economic impacts are particularly significant. These include the support of large, multi-tier supply chains in drilling services, engineering, logistics, fabrication industries, technology providers, and construction, which in turn stimulate other industries such as transport, manufacturing, and hospitality. The scale of this activity translates into sustained employment

and income for thousands of individuals across Kuwait. Large capital projects under KPC's Corporate Strategy 2040 further stimulate demand for such services, creating ripple effects both domestically and internationally. Operational reorganizations among subsidiaries aimed at decentralizing technical services to asset level have improved resource utilization and delivery responsiveness, generating greater economic value without increasing total expenditure.

Beyond financial flows, upstream operations contribute indirectly to national energy security by replacing diesel-powered generators with grid electricity, improving efficiency, and freeing up fuel for other economic uses. At the same time, the establishment of energy transition teams across subsidiaries drives investment into renewable technologies and efficiency measures, aligning operational growth with Kuwait's net-zero goals. These steps directly support KPC's Energy Transition Strategy, which commits the oil sector to reach net-zero Scope 1 and Scope 2 emissions by 2050 while developing new

energy businesses. For instance, the development of solar projects under maritime operations contributed to reducing electricity costs, aligning with Kuwait's national renewable energy targets, and demonstrating how energy transition investments generate cost savings and contribute to national goals.

While these impacts are overwhelmingly positive, challenges exist. Supply chain constraints arising from climatic or logistical difficulties may delay procurement and project delivery, temporarily reducing economic activity among contractors. Additionally, stricter carbon and methane regulations may raise operating and supply chain costs in the short term, potentially affecting margins and investment flexibility.

To address these risks, KPC incorporates climate risk considerations into its enterprise risk management systems. Physical risks include rising temperatures that impact field operations and severe dust storms that disrupt logistics. Regulatory risks stem from evolving carbon-emission legislation, particularly policies requiring emissions reductions of up to 30% by 2030 and net-zero by 2050. Strategic risks, such as inadequate ESG reporting frameworks or monitoring systems in subsidiaries, are also acknowledged. Without action, these risks could lead to higher compliance costs, reputational impacts, and even regulatory penalties.

At the same time, opportunities exist. Expanding renewable energy projects, integrating energy efficiency into operations, and adapting existing assets to accommodate new technologies all provide pathways for growth and resilience. These measures reinforce KPC's role in aligning economic value creation with climate action, ensuring that the Corporation not only sustains socio-economic benefits today but also builds a competitive edge for tomorrow's low-carbon economy.





## Local Procurement Development

KPC has positioned local procurement as a central element of its socio-economic impact strategy, recognizing that the oil and gas sector's vast supply chains present unique opportunities to stimulate domestic industries and enhance national resilience. Through the Local Content Department, KPC ensures that procurement practices not only meet operational needs but also create tangible benefits for Kuwaiti businesses, SMEs, and contractors. This approach is directly tied to the State's development agenda and supports the New Kuwait Vision 2035 by diversifying the economy beyond hydrocarbons and embedding value within the domestic market.

### Scale of Local Spending and Economic Impact\*

During the reporting period, more than 40% of total procurement for goods and services across the Group was spent on local suppliers and contractors, amounting to approximately KD 1 billion in 2024/25. This scale of spending demonstrates KPC's commitment to embedding economic value domestically and ensuring that national suppliers play an integral role in the supply chain.

Upstream operations further highlight this impact, with annual payments to contractors covering drilling, engineering, logistics, and specialized technical services. These procurement expenditures not only support immediate project delivery but also foster longer-term capacity building by enabling local firms to adopt international standards, strengthen technical expertise, and integrate into global supply chains.

Under KPC's Corporate Strategy 2040, as mentioned in the report overview, capacity expansion projects create significant demand for engineering, procurement, and construction (EPC) services, with SMEs increasingly integrated into consortia delivering critical infrastructure. This integration strengthens national expertise and positions SMEs as reliable long-term partners within the oil and gas value chain.

#### Subsidiary Highlight: Local Content



KNPC further strengthened national capacity by raising the share of local suppliers and service providers in its projects to 65.8% significantly above the 50% target.

### SROI: Local Procurement Contribution



# 43%

## Added Social Value

Through local procurement, KPC delivers strong socio-economic value, with an SROI of approximately 1.43 ratio. In practice, every 1 KD spent with domestic suppliers generates about 1.43 KD in economic value, based on internationally recognized multiplier benchmarks that capture the wider ripple effects of local spending<sup>7</sup>. This return reflects how procurement drives supply chain activity, stimulates SMEs, and builds community resilience. Embedding local content in procurement is therefore not just compliance, but a strategic investment in Kuwait's sustainable future.

7 (amiba, n.d.)

\* Refer to Tables 13 & 15 in Appendix C for the full breakdown



## Procurement Policy

KPC ensures that local procurement practices are governed by transparent and accountable processes, aligning with national requirements and internal frameworks. Across subsidiaries, procurement activities are closely monitored to ensure that contracts awarded to local businesses remain competitive, merit-based, and compliant with corporate standards. This includes systematic tracking of the share of procurement budgets spent on local suppliers, as reported through metrics such as the percentage and amount of procurement allocated to Kuwaiti suppliers. Subsidiaries reinforce this governance framework by maintaining registers of local contractors, reporting on the proportion of contracts held by Kuwaiti firms, and disclosing the share of business partners from the private sector. These disclosures demonstrate how responsible procurement is operationalized through transparent measurement and public reporting. This ensures KPC's economic development commitments are traceable and verifiable.

The emphasis on local procurement directly advances Kuwait's Vision 2035 objective of creating a diversified and resilient economy. By dedicating a significant share of procurement budgets to Kuwaiti firms, expanding opportunities for local contractors, and maintaining strong representation of Kuwaiti business partners in private-sector collaborations, KPC strengthens national industry while reducing dependency on imports. These measures not only reinforce Kuwait's private sector but also create employment linkages across supply chains, embedding socio-economic benefits throughout the domestic economy. By aligning procurement practices with local content objectives and systematically reporting outcomes, KPC demonstrates that procurement is not simply an operational activity but a key driver of socio-economic transformation and national development.

## Community Investment

KPC and its subsidiaries view community investment as a vital dimension of KPC's socio-economic role, with programs designed as structured contributions aligned with Kuwait's national development agenda and the Corporation's ESG commitments.

Beyond delivering energy security and economic value, KPC is dedicated to create lasting value for society through targeted initiatives that address national priorities, strengthen education and youth development, enhance public health, protect the environment, and promote cultural and social cohesion. Community investment is therefore not a peripheral activity but an integrated element of KPC's sustainability framework, reflecting its responsibility to the people of Kuwait and to communities touched by its global operations.

The overarching philosophy guiding these initiatives is rooted in the belief that energy companies have both the resources and the obligation to improve lives, safeguard the environment, and support inclusive economic growth. In practice, this translates into structured programs, targeted sponsorships, partnerships with government and civil society, and sector-wide awareness campaigns. By aligning KPC's community engagement with the UNSDGs and the New Kuwait Vision 2035, KPC ensures that its activities deliver both local relevance and global impact.





Through purposeful Corporate Social Responsibility (CSR) initiatives, KPC continues its journey of empowering communities through social responsibility, strengthening social well-being, promoting inclusion, and creating long-term value. These initiatives focus on four general areas; HSSE, Education & Culture, National Heritage, and People of Determination.

Through these initiatives, KPC strengthens its social license to operate, enhances community well-being, and demonstrates its long-term commitment to inclusive and sustainable growth.

### Subsidiary Highlight: Public-Facing Training

Some subsidiaries delivered targeted public-facing training and awareness programs. For example, KNPC's fuel-station management course for 100 Kuwaiti volunteers under the Civil Defense "Jahez" program enhanced capability in critical national services.



#### HSSE

KPC and its subsidiaries are dedicated towards maintaining health awareness, high safety, security, and environmental performance throughout society, as it is one of the corporation's primary goals.



#### National Heritage Preserving Culture & Identity

KPC focuses on reviving traditions by participating in diverse cultural remembrance projects and initiatives in support of Kuwait's culture and heritage.

#### Education & Culture

KPC and its subsidiaries fully support the education and development of the youth of our society.



#### People of Determination

KPC and its subsidiaries aim to provide opportunities to the ones in need, by involving them in various activities and partnering with different organizations that support affected individuals.

Growth  
StrategyHuman  
RightsEconomic  
ContributionLocal Procurement  
DevelopmentCommunity  
Investment

## Social Investments and Contributions

KPC and its subsidiaries invest in diverse initiatives, ranging from education and cultural programs to inclusive and environmental sustainability. These efforts are tracked through clear disclosures on monetary contributions, sponsorships, and the processes applied to manage community rights and interests.

The Corporation's community investments are not isolated projects but part of a broader vision of contributing to Kuwait's sustainable development. By funding innovation platforms at Kuwait University, supporting diversity and inclusion conferences, and promoting disability inclusion, KPC promotes social resilience and aligns with the New Kuwait Vision 2035. Subsidiary contributions, whether through donations, sponsorship of educational initiatives, or environmental awareness programs, complement this agenda and demonstrate that community investment is embedded across the Group.

The following table highlights key initiatives undertaken in FY 2023-2024 and FY 2024-2025, demonstrating how KPC's financial and non-financial commitments have created meaningful impact across communities.

### HSSE



Repair and maintenance of Ferris Wheel at Bayt Abdullah Children's Hospice

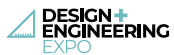


RECSO EnviroSpill Conference Sponsorship (2024)



Fish Farming Technology Development Project – Phase 2 (2025)

### Education & Culture



Engineering Designs Expo (Jan 2024)



Kuwait University Student Talent & Innovation Forum and Exhibition (2024)



LOYAC Ramadan Food Distribution (2024)



LOYAC Eid Al-Fitr Initiative (2024)



Donations & sponsorships to charity organizations (2024–25)



Kuwait University 47th & 48th Engineering Design Exhibitions (2024–25)

### National Heritage



Kuwait Conference on Diversity and Inclusion (Feb 2024)

### People of Determination



Sponsorship of special needs school events (2023–24)



Autism Workshop Sponsorship (2024)



Conference on Integrating Persons with Disabilities in Sustainable Development (2025)



Growth  
Strategy

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Overview

Framing Our  
Sustainability Journey

Strengthening  
Governance Structure

Nourishing Our  
Workforce

Building Socio-  
Economic Impact

Managing  
Environmental Impact

Appendix

KPC and its subsidiaries' community engagement is guided by a vision to empower future generations, promote inclusivity, and support cultural and educational development.

Beyond financial contributions, these initiatives reflect a commitment to building human capital and enriching the social fabric of Kuwait. By focusing on youth innovation, education, and social inclusion, KPC ensures its role as a catalyst for long-term community resilience and progress.



### Highlight: World Robot Olympiad (WRO 2024)



KPC supported national youth and innovation by sponsoring the Kuwaiti delegation at the World Robot Olympiad (WRO 2024) finals in Turkey, showcasing investment in future talent.

### Highlight: Gulf Petrochemicals and Chemicals Association (GPCA) Youth Forum



KPC subsidiaries engaged youth by actively participating in the GPCA Youth Forum, nurturing young talent, and promoting leadership in the petrochemical sector.



## Subsidiary Highlight: “Our Children Are Our Responsibility” Campaign



KOTC launched the “Our Children Are Our Responsibility” campaign to promote safe social media use and cybercrime awareness among youth. This workforce-driven initiative demonstrates how employees extend their impact to families and communities, ensuring safety and awareness beyond the workplace.

## Subsidiary Highlight: Medical Machines Donations



KGOC donated 17 dialysis machines and essential medical equipment to Abu Fatira Clinic, strengthening healthcare access for local communities.

KPC's health investments in the community extend directly from and reflect its Workplace Well-being commitments and practices. By applying the same principles that safeguard the health, safety, and well-being of its employees, KPC ensures that its support for public health initiatives strengthens resilience and improves quality of life across the wider community.

## Highlight: Patient Fund

KPC generously supported the Patient Aid Fund and contributed to awareness campaigns addressing top-priority health issues, reflecting its deep commitment to community health and employee well-being.



جمعية صندوق إغاثة المرضى  
Patients Helping Fund Society

Growth  
StrategyHuman  
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## Subsidiary Highlight: Social and Stakeholder Risk Assessments Integration



KPI integrates social and stakeholder risk assessments into its Project Management Manual, requiring environmental and social impact assessments (ESHIA) for major projects and embedding mitigating measures in approvals. By 2025, KPI had also expanded its processes to include structured water and waste management risk evaluations as part of its Business Management System.

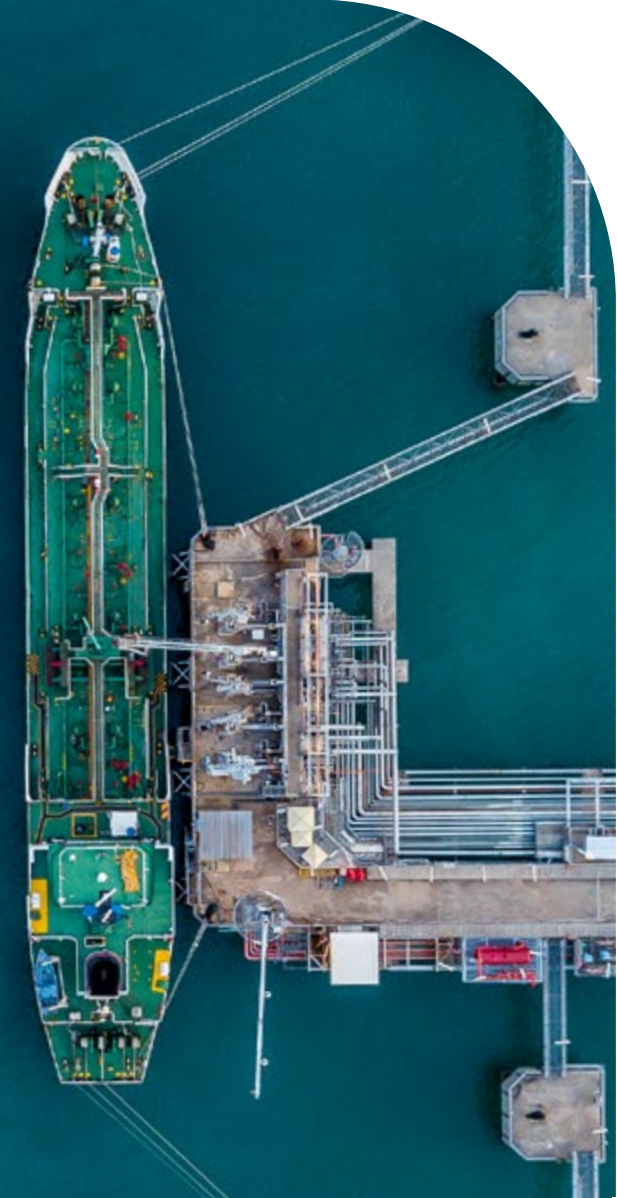
## Subsidiary Highlight: ISO-Aligned Management Systems



KOTC applied ISO-aligned management systems to identify community-related risks, which resulted in practical initiatives such as customer service hotlines for Liquefied Petroleum Gas (LPG) users, public awareness campaigns on safe cylinder use, and sustainability programs responding to community expectations.

## Managing Risks and Opportunities Linked to Community Interests

KPC applies a structured risk management framework to ensure that community rights and interests are systematically considered. To that effect, risks related to communities are managed under the same categories established in its Group-Wide Risk Policy. These categories guide the identification, assessment, measurement, and monitoring of risks, with tools such as the “impact and consequence table” used to evaluate risks related to social or cultural heritage. Subsidiaries also apply their own community risk and opportunity frameworks.





Climate Action

Water Stewardship

Waste Circularity

Environmental Safety and Compliance

Overview

Framing Our Sustainability Journey

Strengthening Governance Structure

Nourishing Our Workforce

Building Socio-Economic Impact

Managing Environmental Impact

Appendix

### Towards a Sustainable Future



Kuwait Petroleum Corporation and subsidiaries | مؤسسة البترول الكويتية وشركاتها



# Protecting Our Environment



Pillar 2: Economy

Pillar 3: Infrastructure

Pillar 4: Living Environment



5





## Climate Action



**Nowadays, the challenges and commitments to energy transition are part of the whole journey, and I see that the oil industry is adapting to it. The challenge is to decarbonize even further what we are doing, and that is exactly the type of commitment we have towards it.**



**Bader Ebrahim Al Attar**

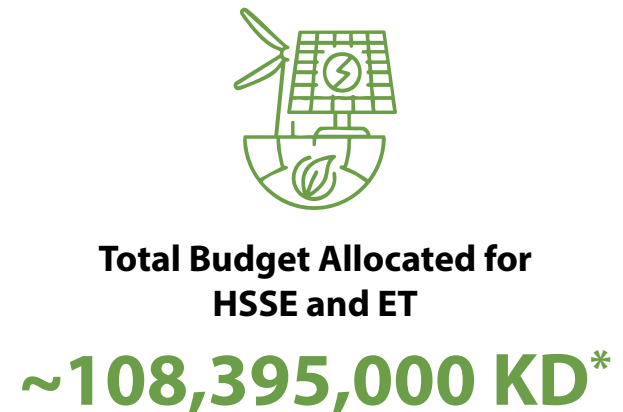
Managing Director of Planning & Finance

For over four decades, KPC has played a foundational role in advancing Kuwait's economic growth and energy stability. Today, its role has evolved beyond traditional hydrocarbon production, with climate action now central to KPC's corporate strategy. This shift reflects both the urgency of the global transition and the strategic potential it holds for KPC's long-term resilience and relevance.

Guided by the Energy Transition Strategy through 2050, KPC is pursuing a structured pathway toward a sustainable energy future. The strategy outlines ambitious milestones that harmonize its contributions to global climate goals with Kuwait's energy independence. To support its strategic priorities, KPC doubled the share of its corporate budget allocated to HSSE and Energy Transition initiatives for the FY 2024-2025 period. This represents an 80% increase in funding compared with FY 2023-2024.

Central to this journey lies KPC's firm commitment to achieve net-zero Scope 1 and Scope 2 GHG emissions by 2050. This ambition is underpinned by a series of decisive actions, including minimizing natural gas flaring to near zero, deploying CCUS technologies at scale, generating renewable energy, advancing hydrogen and biofuel production, and expanding afforestation initiatives. Collectively, these efforts reinforce KPC's position as a dependable hydrocarbon producer while propelling it toward regional leadership in decarbonization.

The significance of climate action to KPC cannot be overstated. As explored throughout this chapter, emissions arising from the Corporation's upstream, downstream, and transportation activities represent tangible environmental challenges. At the same time, KPC's strategic investments in advanced decarbonization technologies are unlocking opportunities for growth, innovation, and stakeholder confidence. This deliberate balance between environmental responsibility and the pursuit of opportunity embodies the essence of KPC's climate strategy and its vision for a sustainable energy future.



\* FY 2024-2025



## Highlight: 4th Energy Transformation Conference

At the 4th Energy Transformation Conference, KPC executives engaged with Japanese partners on energy efficiency, decarbonization and circular economy topics ahead of COP 28.



## Climate Governance and Policy Framework

At KPC, climate action is fully integrated into corporate governance and operational management. To embed sustainability principles across all functions, KPC has implemented a governance framework that incorporates climate considerations into routine decision-making processes.

This framework is anchored by the KPC HSE Policy, which affirms the Corporation's commitment to reducing environmental impacts through minimizing waste, emissions and discharges, and promoting efficient use of natural resources. The policy also supports climate mitigation and reflects circular economy principles by encouraging recycling, resource recovery and the adoption of sustainable practices throughout the organization.

Complementing this, the HSE Environmental Management Standard complements the HSE Policy by establishing a binding framework that applies across all KPC subsidiaries. It mandates systematic identification and control of effluent discharges, the safe handling of hazardous and non-hazardous waste, and the maintenance of comprehensive greenhouse gas inventories in accordance with the Greenhouse Gas Protocol's applicable standards. It delineates clear roles and responsibilities, ensuring that environmental compliance and climate performance are not discretionary but constitute an operational requirement across the Group.

To further enhance consistency and transparency in emissions management, KPC has developed its own Greenhouse Gas Accounting and Reporting Guidelines. These guidelines establish a standardized methodology for measuring and reporting Scope 1 and Scope 2 GHG emissions, as these categories represent the most

direct and controllable sources of emissions across KPC's operations, deeming it the most material across the group. Scope 3 emissions are not included in this reporting period due to limited data availability and evolving methodologies, with future phases expected to expand to value-chain emissions as systems mature.

The existing methodology encompasses carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), and nitrous oxide (N<sub>2</sub>O), the primary greenhouse gases identified by scientific consensus for their significant global warming potential. This ensures that the framework aligns with the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement, and it adopts internationally recognized methodologies from the Intergovernmental Panel on Climate Change (IPCC). The development of these guidelines was undertaken in consultation with external experts to ensure alignment with international best practices and to enhance the accuracy and comparability of KPC's reporting. Moreover, the Corporation applies a rolling base-year approach, periodically updating its baseline to ensure that reported emissions reflect current and representative data and to enable year-on-year comparisons, highlighting improved performances and identify emissions reduction opportunities.

Together, these instruments form an integrated and cohesive climate governance system. They enable consistent data flow from subsidiaries to the Group level, allowing management to monitor performance, assess progress toward emission-reduction targets, and take timely corrective action when deviations arise. Through this unified approach, KPC ensures that environmental stewardship and climate responsibility remain embedded within the KPC's operational and decision making processes.



## Highlight: Sustainable Energy for a Promising Future

Sheikh Nawaf Saud Al-Sabah, Deputy Chairman and CEO, recently delivered a thought-provoking lecture at Harvard Law School and Vanderbilt University, addressing the topic of balancing Kuwait's energy needs with global climate goals. As a key player in the energy sector, KPC continues to prioritize innovation and sustainability in its pursuit of cleaner energy and reduced emissions.



## Impacts Across Operations and the Value Chain

As emphasized earlier, understanding the implications of climate change requires a balanced view of both the positive contributions and the environmental challenges associated with KPC's operations. The Corporation's positive impacts are transitional in nature, arising from its alignment with global sustainability goals and its steadfast commitment to the Paris Agreement. By advancing its net-zero ambition, KPC preserves stakeholders confidence and affirms Kuwait's position as a responsible energy producer within the global energy landscape.

Strategic investments in renewable energy, CCUS, hydrogen, and biofuels reflect KPC's shift beyond emission mitigation toward building a diversified and resilient energy portfolio. These efforts enhance readiness for low-carbon markets growth and create long-term value for stakeholders. Initiatives such as

expanding afforestation portfolios enables our net-zero commitments by enhancing carbon sequestration capacity and help in reducing local environmental stressors such as dust and heat, promoting long-term operational continuity and workforce well-being.

At the same time, the Corporation remains focused on minimizing its environmental footprint. Emissions arising from production, refining, shipping, and distribution continue to receive sustained attention. In particular, the reduction of methane emissions in upstream operations reflects KPC's recognition of its high global warming potential and its commitment to implementing advanced control and monitoring technologies.

Beyond mitigating risks, KPC's value chain presents meaningful opportunities for innovation and collaboration. Through partnerships with low-carbon technology providers, the Corporation extends its positive impact across suppliers and customers. The

transition to low-sulfur fuel products, for instance, has successfully reduced sulfur dioxide (SO<sub>2</sub>) emissions and contributed to lower levels of air pollution, underscoring our progress toward transitioning into cleaner energy under our ETS. Nonetheless, challenges persist, particularly when suppliers lack decarbonization programs or when end users remain reliant on fossil fuel combustion. These realities highlight the importance of continuous supplier engagement, customer awareness, and multi-stakeholder cooperation to advance shared climate objectives.

KPC's ETS is guided by a structured framework that identifies, categorizes, and manages climate-related risks according to their potential impacts. Physical risks, including rising ambient temperatures and increased dust storm frequency, can heighten cooling requirements, delay operations, and increase maintenance and energy costs. Such conditions can affect productivity, project timelines, and financial performance, necessitating climate-resilient infrastructure, and adaptive operational planning across the group.



Regulatory risks represent another critical dimension. As international markets introduce stricter carbon legislation, mandating emission reductions of up to 30% by 2030 and net-zero by 2050, KPC has identified potential non-compliance as a material concern. KPC proactively address these risks through robust governance practices and aligns with global frameworks mitigating potential consequences such as financial penalties, restricted market access, or reputational impacts that could affect business continuity.

In addition, strategic risks linked to ESG performance and disclosure remain central to the Corporation's long-term resilience. KPC continues to harmonize ESG data management across its subsidiaries, strengthening internal reporting systems to ensure accuracy, transparency, and comparability. These improvements enhance data integrity and foster stakeholder confidence, reinforcing KPC's commitment to consistent and accountable reporting practices across the Group.

Concurrently, KPC maintains continuous oversight of evolving regulatory landscapes and assesses potential financial exposure, estimated between USD 5 million and USD 50 million depending on policy scope, to ensure readiness and compliance across all markets.

Through this integrated approach, KPC reaffirms its determination to balance environmental responsibility with operational excellence, ensuring that the path toward a low-carbon future remains aligned with both Kuwait's national interests and global sustainability imperatives.

## Mitigation Measures and Corrective Actions



In its upstream operations, KPC has achieved a major milestone by reducing flaring in upstream operations to less than 1% through continuous investment in flare-gas recovery units and the optimization of gas-handling systems. This accomplishment represents one of the most significant advances in lowering direct GHG emissions and aligns with the ETS target of achieving near-zero routine flaring by 2050.



While governance establishes the foundation for effective climate management, KPC's commitment to climate action is demonstrated through tangible mitigation projects and corrective measures across its operations. These initiatives not only reduce emissions but also unlock new opportunities across the value chain.

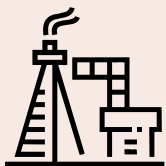
KPC's ETS outlines multiple pathways through which climate action creates value. These include expanding into renewable energy projects, advancing CCUS technologies, and adapting existing assets to integrate low-carbon solutions. The growing demand for low-sulfur fuels and cleaner energy products further positions KPC as a key enabler of emissions reduction for end users.

Although investments in low-carbon infrastructure, renewable energy, and clean technologies entail considerable upfront capital, the Corporation recognizes that these expenditures deliver long-term value. Such investments enhance competitiveness, mitigate carbon liabilities, and open access to emerging low-carbon markets. For example, KPC's solar energy pilot projects in Um Al-Aish and Al-Shuaiba have replaced a portion of our fossil fuel-based grid electricity with renewable solar power, thereby reducing associated carbon emissions and lowering operating costs. The Corporation recognizes the cost of inaction substantially higher than the capital required for climate investment. Without decisive

investment in low-carbon solutions, KPC would face asset devaluation, increased regulatory exposure, and potential market exclusion. Accordingly, the ETS 2050 explicitly acknowledges this trade-off, underscoring that climate investment is a strategic imperative rather than a discretionary choice.

Across its operations, KPC continues to advance energy efficiency initiatives beyond the upstream sector, demonstrating how targeted improvements can deliver measurable environmental and operational gains. At the KPC HO, electricity has been optimized through advanced lighting controls and the installation of solar-powered lighting units within parking facilities. Along with the same efforts, approximately 1,000 fixtures have been upgraded to high-efficiency LEDs at KOTC Headquarters as part of a defined Energy Saving Opportunity program designed to deliver rapid emissions reductions within a short timeframe. To reinforce these efforts, the subsidiary implemented a comprehensive reporting system that monitors gas, fuel, and electricity consumption across its facilities, integrating resource efficiency into daily operational practices.

Additionally, KOTC successfully commissioned two solar pilot projects with a combined generation capacity of 7 megawatts (MW), significantly reducing diesel consumption and preventing the release of thousands of tons of CO<sub>2</sub> emissions annually.



### Subsidiary Highlight: Pilot Flare Gas Recovery Program

KGOC launched a flare gas recovery pilot project in November 2024, enabling the capture and reuse of previously flared gas, an important step toward emission control and resource optimization in joint operations.

### Subsidiary Highlight: GSAS Sustainable Building Certification



KOTC's Ahmadi Branch received Global Sustainability Assessment System (GSAS) certification for its LPG facilities, Kuwait's first GSAS-rated building in the marine and logistics segment, highlighting excellence in sustainable infrastructure.



## Subsidiary Highlight: KOTC Solar Energy & CO<sub>2</sub> Reduction



In November 2024, KOTC commissioned two solar stations at Um Al-Aish and Al-Shuaiba facilities, generating 7 MW of renewable energy, reducing diesel consumption by 16,000 liters annually, and cutting CO<sub>2</sub> emissions by approximately 8,360 tons per year, reinforcing Kuwait's renewable transition.

## Highlight: Solar Energy Generation at KPC Headquarters

In 2023, KPC commissioned a rooftop solar power station at its headquarters' parking area, achieving 76% efficiency, surpassing its 72% design target, and marking tangible progress toward renewable energy integration and corporate carbon reduction.



## KPC HO Total Renewable Energy Consumption\*

# 2,356 MWh

Building on the progress achieved in renewable energy integration, KPC is advancing feasibility studies for green hydrogen production, acknowledging its pivotal role in decarbonizing hard-to-abate sectors. Hydrogen is expected to significantly contribute to the Corporation's long-term energy transition, enabling cleaner industrial processes and supporting Kuwait's contribution to global emission-reduction efforts.

\* Refer to Table 23 in Appendix C for the full breakdown



Complementing these efforts, biofuels form another integral component of KPC's low-carbon strategy. Through its investment in Eco Fox, an Italian biofuels producer, KPC has expanded its capacity to produce biodiesel from vegetable oils, animal fats, and used cooking oils, diversifying its energy portfolio and reinforcing its positioning in the evolving low-carbon economy.

Within the midstream segment, climate action is equally evident across marine transport operations. Between April and September 2024, KPC's fleet safely transported more than fifteen million tons of petroleum products and liquefied gas, supported by modern fleet monitoring system and advanced digital control technologies. These upgrades have improved operational efficiency and reduced emission.

At the same time, KPC continues to incorporate nature-based solutions as part of its broader decarbonization strategy under the Net-Zero 2050 Roadmap. Recognizing that long-term climate resilience requires both technological advancement and ecosystem restoration, the Corporation has launched reforestation and habitat enhancement initiatives aligned with Kuwait Vision 2035 and the UN Sustainable Development Goals. These efforts strengthen KPC's role as a responsible energy provider while supporting the restoration of Kuwait's natural landscapes and the preservation of its environmental heritage for future generations.

## Highlight: Afforestation Efforts



As part of its broader sustainability vision, KPC is strengthening its environmental responsibility through afforestation initiatives. These initiatives contribute directly to Kuwait's goal of achieving carbon neutrality by 2050, supporting biodiversity and natural carbon sequestration.

### Mangroves Campaign

[Click the play icon to watch the full video](#)

KPC and its subsidiaries collaborated with external partners to plant ~1000 mangrove trees at the Jahra Nature Reserve.

### Tree Planting Initiative Across Facilities

In addition, KPC executed its first tree-planting project within operational facilities, a national milestone initiative supporting carbon sequestration and environmental stewardship in the oil sector.

### Sidr Tree Planting & Environmental Awareness Campaign

Moreover, KPC implemented a Sidr tree-planting campaign at Al-Ahmadi Oasis and organized reforestation awareness activities promoting ecosystem restoration, biodiversity enhancement, and the reuse of plastic materials in alignment with Kuwait Vision 2035.



## Subsidiary Highlight: KIPIC Environmental Forum - Advocating for Sustainable Choices



### Objectives

- Heighten environmental consciousness among employees
- Encourage adoption of sustainable practices
- Provide interactive learning through lectures, exhibitions, and workshops

### Key Topics Discussed

- Reuse and recycling practices
- Digital transformation of natural reserves
- Findings of the first State of the Environment Report for Kuwait
- Impact of fast fashion on sustainability
- Healthy Cities Initiative and community well-being

### Working Papers Presented

- Taking proactive measures for environmental preservation
- Establishing sustainability in institutions
- Energy transformations: incorporating renewable energy into oil and gas processing
- Effective waste management
- Promoting sustainable practices in the oil industry to reduce environmental impact

### Impact

The forum raised awareness on reducing pollutants, promoted circular economy principles such as reuse and recycling, and empowered participants to make sustainable choices in both professional and personal contexts. It also reinforced KIPIC's commitment to aligning its operations with Kuwait's national environmental goals and international sustainability frameworks.

### Overview

In celebration of World Environment Day, the Training and Career Development Group at KIPIC organized the Environmental Forum 2024 for the second consecutive year. The event was held on June 4 at the KIPIC Training Academy in Al-Zour Mall and brought together stakeholders from government entities, academia, NGOs, and the private sector to promote sustainable practices.

### Key Stakeholders

- The forum was attended by representatives from:
- Environment Public Authority
  - Ministry of Electricity, Water, and Renewable Energy
  - Kuwait Forest and Kuwait Volunteer Sustainability Team
  - Kuwait Scientific Centre and Kuwait University
  - Kuwait Society for Environmental Protection
  - KNPC



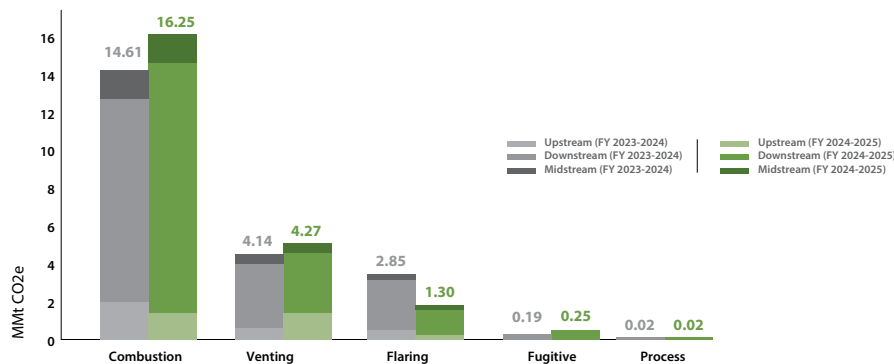


## Effectiveness and Performance

The effectiveness of KPC’s climate initiatives is best reflected through measurable performance, international certifications, and stakeholder recognition. For KPC, climate action extends beyond the establishment of long-term ambitions; it focuses on translating those ambitions into tangible, year-on-year progress. To ensure accountability, the Corporation systematically monitors and reports its Scope 1 and Scope 2 GHG emissions across the upstream, midstream, and downstream segments, in alignment with internationally recognized standards and methodologies.

During the reporting period, total Scope 1 emissions across the KPC Group recorded a marginal increase of approximately 1%. Within this overall figure, domestic upstream operations achieved a significant reduction of around 29%, triggered by the revision and updates to the emissions calculation methods and reporting. Conversely, downstream emissions slightly rose by approximately 7%, primarily due to the commissioning of new refining units and boilers that became fully operational following performance guarantee testing. Midstream operations reported a decrease of about 4%, consistent with continued energy management initiatives and maintenance optimization efforts.

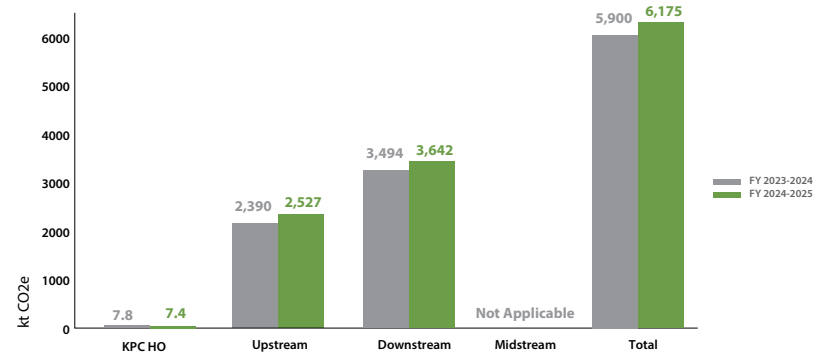
Total Scope 1 Emissions by Source\*



\* Refer to Table 19 & 20 in Appendix C for the full breakdown

For Scope 2 emissions, representing indirect emissions from purchased electricity and utilities, the Group reported an overall increase of roughly 5%. This included an increase of about 6% in the upstream segment and approximately 4% in the downstream segment, both within anticipated operational ranges.

Total Scope 2 Emissions by Value Chain Segment\*



\* Refer to Table 19 & 20 in Appendix C for the full breakdown

These variations highlight KPC’s commitment to transparency in disclosing performance outcomes alongside operational context. By presenting emissions data in correlation with production activity and energy consumption, the Corporation ensures that stakeholders have a clear understanding of how operational dynamics influence environmental results. This practice underscores KPC’s broader commitment to accountability, continuous improvement, and the responsible pursuit of its net-zero goals.

Across its operations, KPC continues to advance its performance by reducing carbon intensity per unit of crude oil processed. This progress reinforces KPC’s standing as a competitive and responsible energy supplier in an evolving global market where customers increasingly prioritize low-carbon sources of energy. The achievement is a direct result of integrating energy efficiency, flare reduction, and renewable energy solutions into the daily rhythm of KPC’s operations, reflecting the Corporation’s commitment to sustainable excellence.

Subsidiaries further reinforce these outcomes through internationally recognized certifications that validate KPC’s environmental stewardship and operational discipline. For instance, KOTC achieved ISO 50001:2018 certification for energy management at its Al Shuaiba cylinder filling station, providing independent assurance that structured systems are in place to continuously monitor, optimize, and reduce energy use and emissions.

These accomplishments underscore how KPC’s subsidiaries are translating corporate sustainability principles into measurable actions, ensuring alignment with global standards and driving continuous improvement in environmental performance.

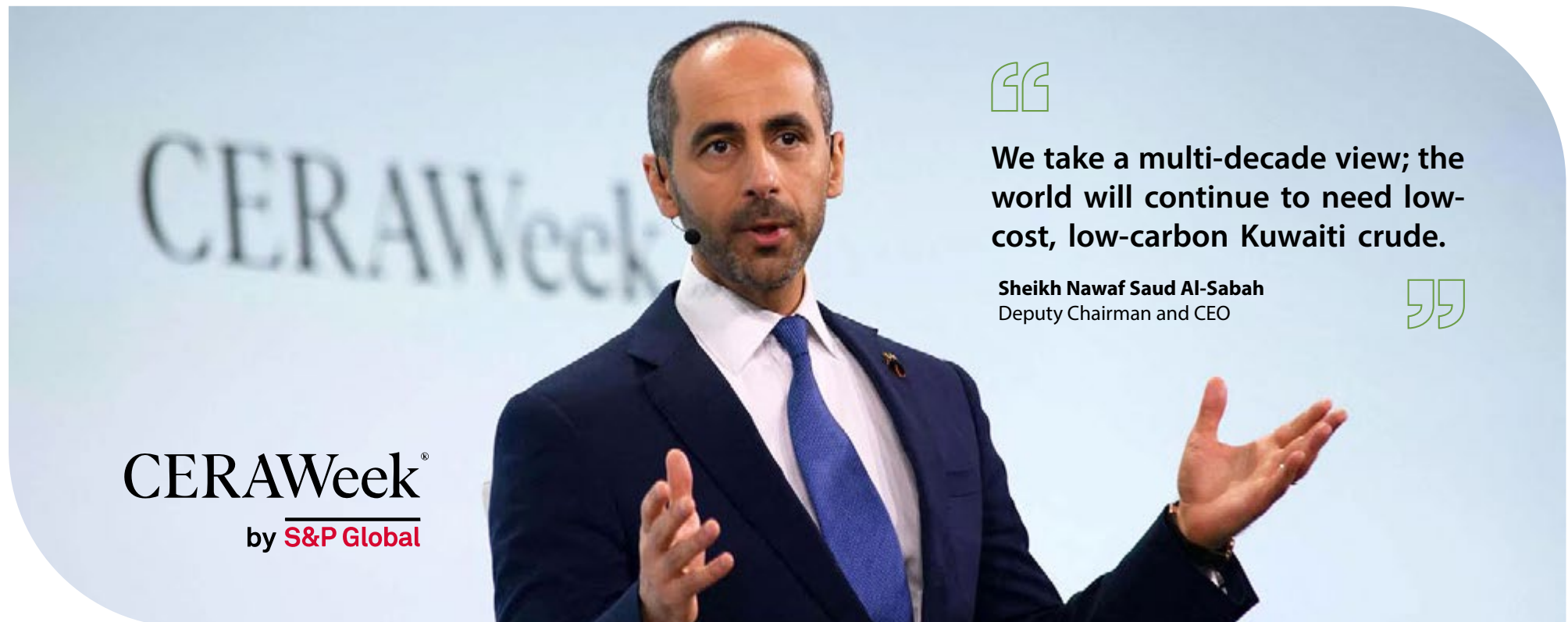


## Case Study

### Advancing AI and Innovation for a Low-Carbon Future

At CERAWeek 2025, Sheikh Nawaf Saud Al-Sabah highlighted KPC's strategic integration of artificial intelligence, digital innovation, and sustainability to enhance operational efficiency and advance decarbonization across upstream, downstream, and midstream operations. Through partnerships with Google and Microsoft, KPC applies AI to predictive maintenance, seismic data processing, and energy optimization, ensuring resilient, low-carbon operations.

Its partnership philosophy, which views clients as long-term partners, maintains consistency, trust, and shared progress toward global climate goals, underscoring KPC's leadership in shaping a low-carbon, technology-driven energy future.



**We take a multi-decade view; the world will continue to need low-cost, low-carbon Kuwaiti crude.**

**Sheikh Nawaf Saud Al-Sabah**  
Deputy Chairman and CEO



**CERAWeek<sup>®</sup>**  
by **S&P Global**



## SROI: Electricity cost saving



~5.8%

## Electricity Cost Savings

KPC's energy efficiency and Scope 2 emissions reduction initiatives deliver measurable environmental and economic value, with an SROI of approximately 5.8%. In practical terms, every 100 KD invested in electricity consumption reduction and carbon mitigation generates about 5.8 KD in value through energy cost savings. Beyond cost efficiency, these outcomes contribute to Kuwait's broader climate objectives by reducing dependency on high-emission energy sources and supporting the transition toward a low-carbon economy.

## ETS 2050 Future Outlook and Targets

The future of climate action at KPC is framed by the ETS 2050 outlined in the overview chapter, which lays out specific milestones to decarbonize the Corporation while maintaining energy security for Kuwait.

### Key targets include:



Achieving ambitious **net-zero** Scope 1 and Scope 2 emissions by 2050.



Scaling CCUS capacity to **26 million** tons of CO<sub>2</sub> per year.



Deploying up to **17 GW** of renewable energy, subject to economic feasibility.



Producing **13,000 tons** of biofuels annually.



Installing approximately **11,000 EV** charging points across international operations.



Planting mangrove and sidr trees across **500 km<sup>2</sup>** for afforestation, contributing to biodiversity enrichment and carbon sequestrations.

In the near term, KPC has identified several priorities, including expanding CCUS pilot projects, completing feasibility studies and land assessments for renewable energy installations, and the integration of ESG metrics into supplier evaluations processes. Looking ahead, the ETS envisions KPC's transformation into a diversified energy company, producing hydrocarbons alongside renewable power, hydrogen, and sustainable fuels. In this vision, traditional oil and gas operations will be progressively decarbonized through efficiency improvements, CCUS deployment, and flaring reduction, while new energy businesses will generate revenue streams in emerging low-carbon markets. This forward-looking approach positions KPC to remain resilient, competitive, and aligned with both Kuwait's national interest and global sustainable imperatives.



## Water Stewardship

KPC recognizes water as one of the most vital and limited natural resources in the State of Kuwait. Operating in a region with scarce renewable freshwater reserves and an elevated risk, KPC views effective water stewardship as both an operational necessity and a strategic priority.

Within the framework of its ESG Strategy, and in alignment with international best practices, KPC has integrated water management into its broader environmental governance system. This integrated approach ensures that water-related considerations, monitoring, treatment, reuse, and responsible discharge are systematically addressed across all stages of operations, with continuous efforts to reduce overall consumption and improve efficiency.

Through these measures, KPC deepens its commitment to sustainable resource management and the protection of Kuwait's environmental assets for future generations.

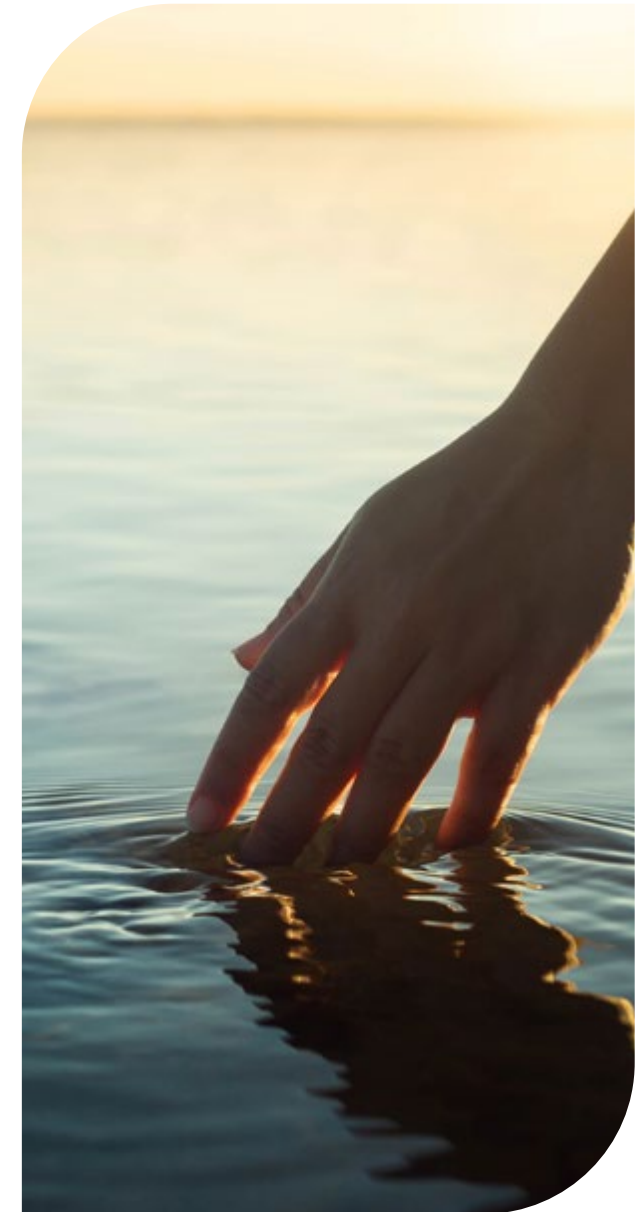
### Water Governance and Policy Framework

Water management at KPC is guided by a structured framework that combines Group-wide standards with subsidiary-level initiatives. Mirroring its climate governance approach, KPC's HSSE Environmental Management Standard serves as the foundation for water stewardship, requiring the identifications, classification and safe handling of all effluent and water discharges. This includes documentation, safe transport, storage, and compliance reporting aligned with both national environmental regulations and international best-practice benchmarks.

In FY 2024-2025, KPC began implementing Group-wide Water Management Guidelines, which provide a comprehensive review of sourcing, treatment, reuse, and discharge practices across subsidiaries. A key feature of these guidelines is the introduction of unified Key Performance Measures (KPMs) designed to ensure consistent and transparent reporting. As part of its ESG Strategy, KPC has also launched an initiative to establish a transparent, Group-wide water reporting system, targeted for completion by FY 2026-2027.

This initiative encompasses a detailed assessment of current practices, the development of standardized reporting guidelines, and the definition of Group-level KPMs in close coordination with subsidiaries. To support these objectives, KPC is developing a centralized database of water indicators, integrated with a Unified Automated System Software. This platform will capture and disclose data on freshwater withdrawal, consumption, recycling, and wastewater discharge, including destination and quality parameters.

This structured and technology-enabled system will significantly enhance transparency and data accuracy while enabling more informed decision-making. Through these efforts, KPC continues to align with Kuwait's national sustainability goals and to strengthen its position as a regional leader in responsible water stewardship.





## Impacts of Water Use

KPC continues to advance its efforts to reduce reliance on freshwater resources while minimizing wastewater discharges across its operations. Notable progress includes increased reuse of treated effluent within refineries, particularly at Mina Abdullah and Al-Zour, where water is redirected for operational use rather than discharged. This approach not only conserves valuable freshwater resources but also reduces the environmental footprint of refinery operations.

Further efficiency gains have been achieved through the deployment of closed-loop systems, smart water metering, and optimized cooling tower operations, lowering water intensity per unit of production. In the downstream segment, the Zero Liquid Discharge (ZLD) system at Al-Zour Refinery stand as benchmarks, ensuring no untreated wastewater leaves the facility. Treated water is recycled for reuse within operations, while sanitary effluent is repurposed for landscaping.

Beyond industrial facilities, KPC has also integrated green building principles within its corporate infrastructure. New and retrofitted offices feature water-efficient plumbing systems, greywater recycling, and wastewater reuse mechanisms, reflecting the Corporation's holistic commitment to sustainability beyond the production chain. Collectively, these initiatives enhance operational resilience in Kuwait's arid environment and demonstrate KPC's leadership in responsible water management.

Despite these significant advances, opportunities for further improvements remain available. Kuwait's limited water availability means that industrial withdrawals for refining, cooling, and drilling continue to place additional strain on already scarce resources. Inadequate treatment

of wastewater, particularly at coastal refineries or potential offshore operations, poses risks to marine and soil ecosystems. Operationally, certain contractors engaged in drilling, cementing, and industrial cleaning consume large volumes of water and may generate effluents that are not always treated to the required standards. In the upstream segment, water-related impacts may also arise indirectly from the supply chains that provide chemicals and materials used in treatment and production.

Nevertheless, KPC is leveraging its influence to drive positive change across the value chain. Suppliers increasingly utilize treated water sourced from KPC's wastewater facilities, thereby reducing dependence on municipal freshwater supplies. This collaboration exemplifies how strategic partnerships and responsible procurement practices can extend sustainability impacts beyond the Corporation's immediate operations, contributing to Kuwait's broader goals for water conservation and environmental protection.



### Highlight: KPC and KISR Partnerships

The partnerships with the Kuwait Institute for Scientific Research (KISR) enable the diffusion of water-saving technologies, while supplier compliance standards enforce strict discharge limits and encourage sustainable water management practices across all operations.





KPC continues to translate its commitments into tangible results through targeted impact mitigation projects. The following illustration highlights key initiatives that enhance water efficiency and demonstrate how technology-driven solutions have been integrated throughout KPC's operations.

**KPC's commitment to water stewardship is further demonstrated by flagship projects.**



At Al-Zour refinery, the Zero Liquid Discharge system recycles nearly all the water used in the facility. In addition to industrial reuse, sanitary water is treated and utilized for irrigation around the refinery, reducing demand for external water sources.



Cooling systems across refineries are being enhanced to operate with recycled water, lowering reliance on fresh withdrawals.



Effluent reuse projects across subsidiaries have provided some suppliers with access to treated water, reducing stress on Kuwait's limited municipal supply.

## Preventive and Corrective Measures

KPC has adopted a proactive and structured approach to managing and mitigating risks associated with water use across its operations. To strengthen oversight, the Corporation has implemented a comprehensive Water Management Procedure that monitors wastewater treatment and disposal across all subsidiaries. Water consumption is systematically tracked in both operational and non-operational facilities, providing a holistic view of the KPC's water footprint. In parallel, monitoring systems are being expanded in collaboration with leading scientific and research institutions to improve the accuracy and reliability of data collection.

As part of preventive measures, the domestic upstream segment has reduced reliance on groundwater abstraction by transitioning to treated water supplied by the Ministry of Electricity and Water and Renewable Energy (MEW), contributing to a decline in groundwater withdrawal and reflecting a positive water withdrawal performance in domestic upstream operations.

When risks materialize, corrective measures are promptly implemented to mitigate potential consequences. Subsidiaries are upgrading water treatment infrastructure to ensure effluent quality meets both national and international standards, while disposal volumes are being progressively reduced through increased reinjection and reuse of treated water.

### Subsidiary Highlight: KNPC and KOC collaboration

KNPC has also initiated a water pipeline project with KOC to reuse treated water, enhancing integration between upstream and downstream operations.

### Subsidiary Highlight: KNPC and KISR collaboration

In collaboration with Kuwait Institute of Scientific Research (KISR), KNPC started a water monitoring initiative at MAA refinery as part of Ground Water Monitoring and Remediation.

These efforts reflect KPC's integrated approach to water stewardship; combining preventive monitoring with responsive management, to safeguard water resources, protect the environment, and ensure operational continuity within Kuwait's water-scarce environment.



## Effectiveness of Measures

KPC's transition from partial to enhanced water accounting marks a significant advancement step in transparency and environmental stewardship. The Corporation now differentiates between freshwater and seawater withdrawals, and classifies discharges by destination, demonstrating a more sophisticated and accurate approach to disclosure compared to previous reporting cycles. This evolution enables KPC to identify, assess, and manage water-related risks more effectively, while ensuring that these insights are fully integrated into its ESG reporting systems.

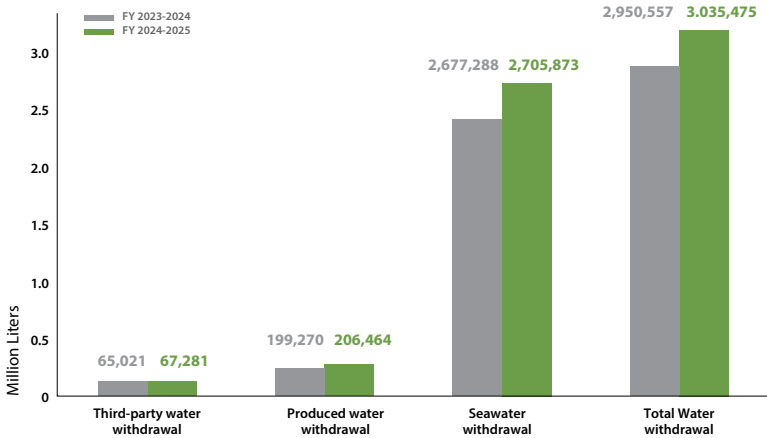
Although Group-wide quantitative targets for water management have not yet been established, measurable progress has been achieved. Monitoring frameworks are now fully operational, treated water reuse continues to expand, and subsidiaries have adopted practices that comply with national regulations and international standards, including those set by the Kuwait Environment Public Authority (KEPA) and global environmental conventions.

Looking ahead, KPC has established a clear roadmap to advance water stewardship. By March 2026, the Corporation aims to define baseline KPMs, aligned with its ESG Strategy forming the foundation for measurable reduction targets in water consumption and discharge

intensity. Subsidiaries are expected to integrate water-related considerations into environmental impact assessments for all new projects, ensuring risks are evaluated during the planning and design stages.

Future efforts will focus on expanding water monitoring scope and standardizing reporting systems across the Group. Feasibility studies are currently underway for initiatives such as desalination plants, groundwater wells, and advanced discharge monitoring systems. These projects are designed to ensure that KPC's operations continue to meet and where possible, exceed both national and international standards, thereby reinforcing the Corporation's long-term commitment to sustainable water management and resource efficiency.

Total Water Withdrawal (ML)\*



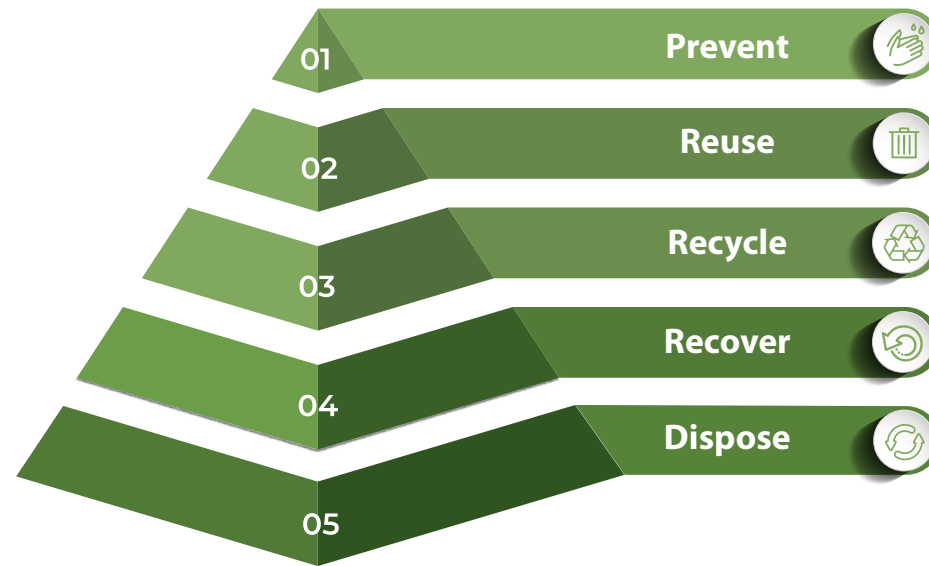
\* Refer to Table 26 in Appendix C for the full breakdown





## Waste Circularity

Within KPC's ESG Strategy, waste is not treated as a by-product to be managed in isolation, but as a resource that can be reintegrated into value creation. The Corporation's approach to waste circularity is grounded in the belief that every discarded material holds value when supported by the right systems, governance, and organizational culture. By embedding the waste hierarchy into its operations, KPC upholds its environmental, social, and governance commitments, transforming waste management into a bridge between climate action, resource efficiency, and social responsibility.



Waste circularity supports key pillars of KPC's ESG Strategy. Through the establishment of a transparent reporting system and the introduction of unified KPMs, KPC ensures that waste is systematically managed and that corporate governance maintains oversight of material flows across the value chain. By advancing reduction, reuse, and recycling initiatives, the Corporation contributes to climate change mitigation, enhances resource efficiency, and fosters socio-economic development through new industries and employment opportunities.

A Group-wide initiative led by the HSSE function, is currently underway to develop a transparent waste reporting system. This program defines KPMs aligned with Kuwait Environment Public Authority (KEPA) regulations and applies them consistently across KPC's upstream, downstream, and midstream subsidiaries. Completion of the initiative is targeted for FY 2027-2028, with the establishment of measurable waste reduction targets. Positioned at the core of KPC's ESG framework, this program strengthens decision-making, enhances data-driven accountability, and aligns subsidiary practices with both national and global sustainability objectives.

Beyond regulatory compliance, the initiative signifies a broader transformation in how KPC manages material flows. It lays the groundwork for circular business models that convert waste streams into new energy, feedstock, or material pathways. By integrating circularity into its operations, KPC ensures that waste management contributes directly to its long-term energy transition supporting sustainable value creation and a more resilient resource economy.



Circularity becomes most tangible when waste is converted into resources; that is why KPC deals with a third-party contractor to recycle its waste. These include:



**Reuse of Construction Materials:** Upstream operations reuse asphalt and concrete, saving natural resources and reducing landfill volumes.



**Reclamation Catalyst:** Refining units send spent catalysts for recovery of precious metals, turning hazardous streams into economically valuable outputs.



**Recycling Plastic and Oil:** Petrochemical units route plastic waste to recyclers and use oils to recover processes, embedding circular loops within operations.



**Research Biofuel from Waste Feasibility:** A feasibility study jointly undertaken in downstream operations assessed the production of biofuel from 500k tons of waste, directly tying circularity to the group's Energy Transition Strategy.

Highlight:

# Recycling Program

The system has proven effective:



Headquarters reduced disposed waste from **143 tons** in 2024 to just **15 tons** in 2025 after its recycling program launched.



Field operations diverted over **11,000 tons** of waste through reuse and recycling in 2025.



Refining operations reduced total disposed waste from nearly **400,000 tons** in 2024 to **83,970 tons** in 2025, evidencing the effectiveness of manifest and diversion systems.

These results show that governance and preventive actions are working, though full group-wide targets are still to be established.



KPC initiated its recycling program in January 2025, and the data provided is for the months of January, February, and March 2025, rather than a full 12-month period.



## Waste Governance and Controls

KPC's waste management activities across KPC are supported and governed by a robust framework that ensures traceability, compliance, and accountability throughout the waste lifecycle. The HSSE Environmental Management Standard provides the foundation for this framework, mandating the classification, documentation, transport, and storage of both hazardous and non-hazardous waste, along with mandatory reporting to KEPA. This ensures that all subsidiaries operate in alignment with national regulations and international environmental standards.

Complementing the standard, KPC's Waste Management Guidelines establish unified procedures and KPMs for

transparent, consistent, and comparable reporting across the Group. These guidelines incorporate operational, administrative, and compliance elements, embedding circularity principles into KPC's environmental management system.

Contractually, KPC and its subsidiaries require full traceability for all waste streams. Contractors must obtain KEPA approval and submit complete manifests and certified reports verifying compliance at every stage, from generation and segregation to transport, and final disposal. This ensures that all waste handling is properly documented and auditable in alignment with corporate and regulatory requirements.

KPC tracks waste volumes by category following Leadership in Energy and Environmental Design (LEED) waste management practices. A dedicated recycling team

of ten employees manages the collection, segregation, and weighing of waste before delivery to verified recycling subcontractors. These subcontractors complete the recycling process under strict oversight to ensure compliance and maintain material recovery integrity.

Currently, contractors are not required to provide detailed reporting on final recycling outcomes. To improve oversight, KPC will mandate that future contractors submit comprehensive recycling performance reports as part of strengthened administrative and performance management procedures. At the same time, under KPC's third-party cleaning contracts, all contractors are required to follow waste handling and recycling practices aligned with LEED standards prior to assigning materials to licensed subcontractors for recovery and disposal.

### Highlight:

# Circular Economy Plastic Waste-to- Product Feasibility



KPC coordinated with the Supreme Planning Council on a feasibility study to convert plastic waste into petroleum-derived products, reinforcing its commitment to circular economy innovation and waste valorization.



## Waste Management Across Our Operations



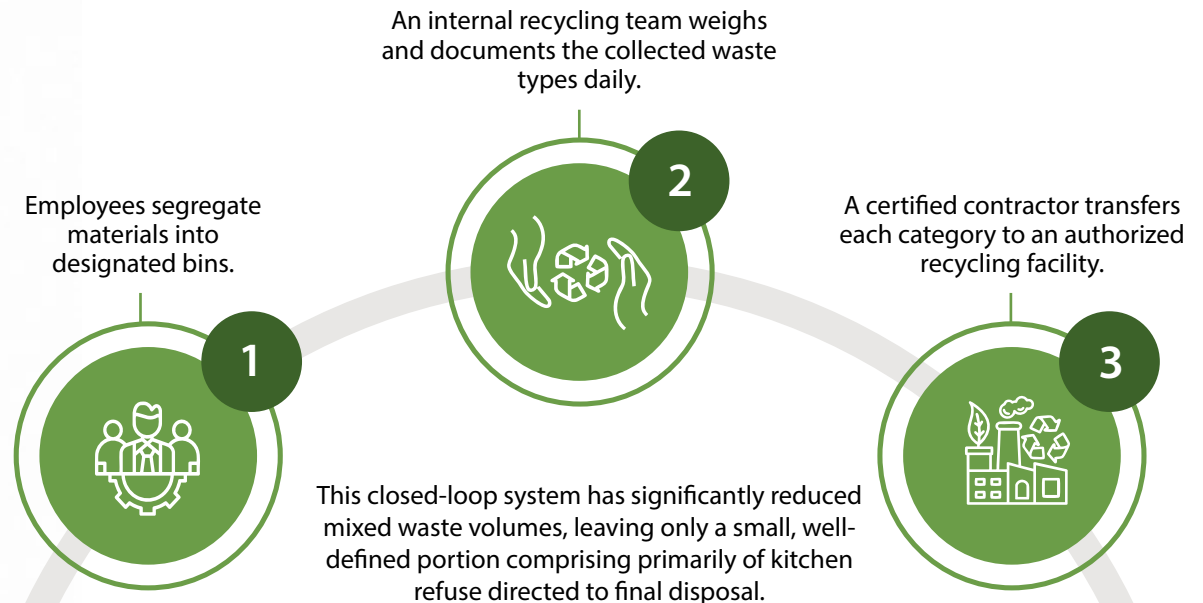
Across KPC's value chain, from administrative offices and refinery complexes to international operations and marine transport, waste management follows a continuous cycle focused on prevention, reduction, recovery, and reuse. This approach reflects KPC's commitment to embedding innovation and circular economy principles at every stage of its operations, ensuring that materials are treated as valuable resources rather than liabilities.

Through this integrated framework, KPC has elevated waste management from a reactive activity into a proactive driver of sustainability, emphasizing source reduction, optimizing

recovery and recycling mechanisms, and identifying opportunities to reintegrate materials into production and supply chains.

The following illustration demonstrates how these practices are systematically applied across KPC's operations, showcasing the closed-loop flow of materials that supports the Corporation's transition toward a more circular and resource-efficient business model.

At corporate headquarters, waste is primarily non-industrial in nature consisting of office refuse, food waste, cardboards, and plastics. The process follows a simple but disciplined sequence:





# Upstream

Downstream and international operations broaden KPC’s waste management approach across multiple jurisdictions, each with its own regulatory framework and waste management infrastructure. To maintain consistency and control, KPC maintains a structured waste register across all entities, to track hazardous and non-hazardous waste streams from generation through treatment, recycling, or disposal. Certified contractors are engaged to manage these processes, ensuring that waste is handled in full compliance with local regulations and corporate standards. For instance, in the domestic downstream segment, hazardous waste generation decreased by 2,405 metric tonnes year-on-year. This reduction was primarily driven by lower volumes of hazardous oily sludge, waste lubricating oil, and battery waste compared to FY 2023–2024, reflecting improved waste management practices and operational efficiencies.

Across downstream facilities and international subsidiaries, initiatives focus primarily on waste prevention and minimization. These include packaging reduction programs, electronic waste (e-waste) recovery contracts, food waste reduction campaigns, and the placement of dedicated recycling bins across retail outlets to promote segregation at the source. In selecting international markets, regulatory frameworks, such as the European fuel blending directives, encourage the incorporation of recycled content into product formulations, thereby reinforcing circularity principles throughout KPC’s operations.

In upstream operations, particularly in exploration and production, industrial waste streams such as drilling mud, cuttings, contaminated soil, and construction debris are managed using circular economy principles.

Recovered asphalt and concrete, are reused in rig road preparation and backfilling activities, reducing landfill dependency and demonstrating circularity in field operations. Such practices not only optimize resource utilization but also contribute to minimizing the Corporation’s environmental footprint.

Ongoing innovation continues to strengthen this approach. KPC is advancing the treatment of drill cuttings and researching the beneficial reuse of drilling mud for soil rehabilitation. Each year, thousands of tons of drilling by-products are produced across the Group, highlighting the importance of safe reintegration, efficient material recovery, and closed-loop waste management systems in sustaining responsible upstream operations.



# Downstream



Moving further along the value chain, midstream operations including refining and petrochemical facilities; manage a diverse and complex range of waste streams. Solid Waste Management Procedures and digital Waste Manifest Systems are implemented to monitor waste from generation to final treatment or disposal. This includes oily sludge, spent catalysts, and non-hazardous packaging materials, each monitored to ensure complete traceability and compliance.

Hazardous waste is directed to secured landfills, recovery operations, or recycling facilities verified and approved by the KEPA. Non-hazardous materials such as plastics, paper, and wood are recycled wherever feasible, reducing pressure on municipal landfill systems and contributing to national sustainability objectives.

To maintain the highest standards of environmental performance, periodic audits are conducted to verify contractor compliance with all regulatory and contractual requirements. These audits ensure that waste management practices across midstream operations remain transparent, accountable, and aligned with KPC's broader ESG commitments.

Transport and fleet activities represent the final link in KPC's integrated waste management system, ensuring that the Corporation's environmental standards extend comprehensively to maritime operations. Within KPC's marine fleet, waste streams such as sludge from fuel purification, domestic refuse, and incinerator ash are managed in accordance with the International Convention for the Prevention of Pollution from Ships

(MARPOL). Waste is carefully segregated, recorded, and offloaded at port facilities through certified contractors for appropriate recovery or disposal. These measures ensure full compliance with international maritime regulations while minimizing the risk of marine pollution.

Collectively, these practices complete the waste management cycle, and reinforce KPC's commitment to environmental responsibility across every operational frontier. By integrating material efficiency, regulatory compliance, and innovation, KPC continues to advance its circular economy vision; reducing environmental impacts, enhancing operational sustainability, and creating long-term value across the entire value chain.



## Midstream



## Challenges and Effectiveness

Across KPC's operations, total waste generation decreased by approximately 66% compared to the previous year; a clear reflection of enhanced waste segregation, expanded recycling practices, and optimized disposal pathways. This substantial reduction underscores the Corporation's progress in embedding efficiency and circularity within its operational framework.

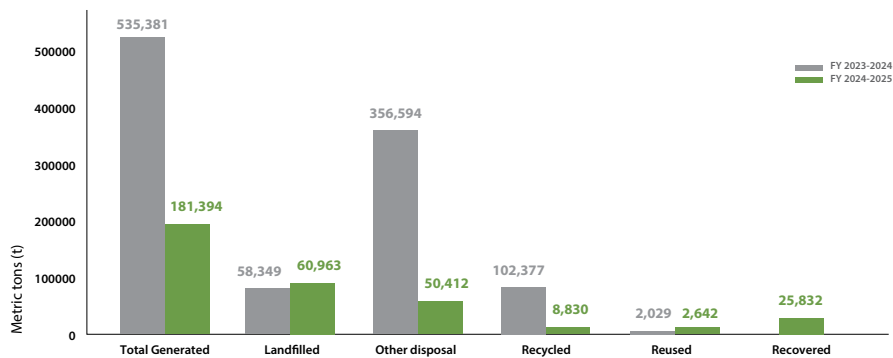
During the reporting period, hazardous waste volumes declined by nearly 3%, while non-hazardous waste fell sharply by around 77%. The latter was primarily driven by process optimization within downstream facilities, where notable reductions were achieved in Non-Hazardous Waste to Municipality, alongside lower quantities of Bitumen Waste, Demolished Concrete, and Excavated Soil directed to external contractors. Additionally, reduced volumes of Oily Sludge Recovered at Mina Abdullah Refinery (Reuse), classified as hazardous waste, contributed to the overall decline.

Despite the significant progress achieved, KPC continues to face several operational and systemic challenges in advancing waste management performance. Periodic maintenance shutdowns may temporarily result in higher levels of hazardous waste generation, while fluctuations in global commodity markets influence the economic viability of recycling and material recovery programs. Additionally, variations in environmental legislation and reporting requirements across international operations introduce complexity and create challenges to fully standardizing data collection and disclosure.

Recognizing these challenges, KPC remains focused on strengthening coordination across subsidiaries, enhancing data harmonization, and pursuing innovative solutions that sustain performance improvements even under variable operating conditions.

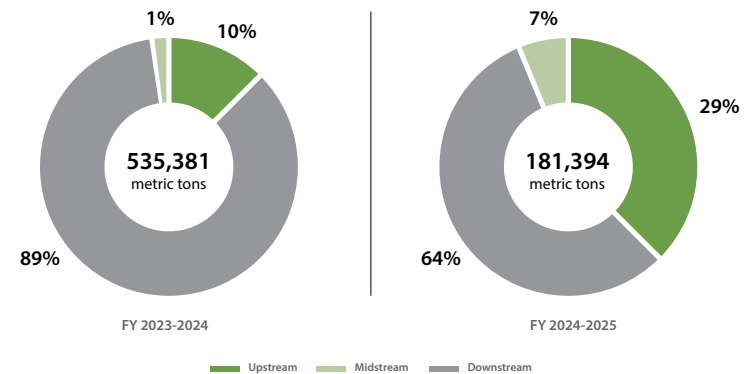


Amount of Waste Generated, Disposed and Diverted\*



\* Refer to Table 28 in Appendix C for the full breakdown

Generation by Value Chain Segment\*



\* Refer to Table 27 in Appendix C for the full breakdown



# Environmental Safety and Compliance

At KPC, environmental safety represents the intersection of regulatory compliance and the Corporation’s ESG Strategy. The guiding approach is straightforward: comply first, prevent continuously, and disclose consistently across all subsidiaries. During the reporting period, the majority of KPC operations maintained a clean regulatory record. In the few instances where exceptions occurred, the Corporation applied established investigation and corrective-action procedures to ensure swift resolution, accountability, and organizational learning.

- o Quantification of regulated air emissions follows approved emission factors and maritime standards.
- o Reduction efforts prioritize combustion and process equipment with the highest potential for emission reduction.

## Clean-Air Operations

## Event Integrity

- o Every incident with potential non-compliance is logged and investigated by subsidiary procedures (e.g., KNPC’s IRIS System).
- o Root causes are traced, and corrective actions are enforced to ensure accountability.

## Asset Integrity

- o Ensures the safety of people and the environment through continuous monitoring of pipelines and logistics operations.
- o Inspection plans are risk-based and synchronized with outage windows to minimize disruptions and prevent reportable events.

## Asset Integrity and Logistics

Building on its commitment to environmental integrity, KPC continued to enhance operational safety and compliance throughout its upstream, downstream, and midstream operations. During the reporting period, one of the upstream subsidiaries recorded a further decline in the number of serious pipeline incidents, underscoring the effectiveness of enhanced inspection programs and preventive maintenance measures.

Inspection activities followed a risk-based approach, focusing on assets with the highest criticality. Facilities and pipelines previously covered by extensive inspection cycles redirected efforts focus toward critical infrastructure, including high-pressure pipelines and high-risk operational zones. This targeted strategy ensured that inspection resources were optimized, risks were systematically mitigated, and operational reliability was maintained without disruption to production activities.

Refer to Table 32 in Appendix C for the full breakdown



## Air Emissions Stewardship

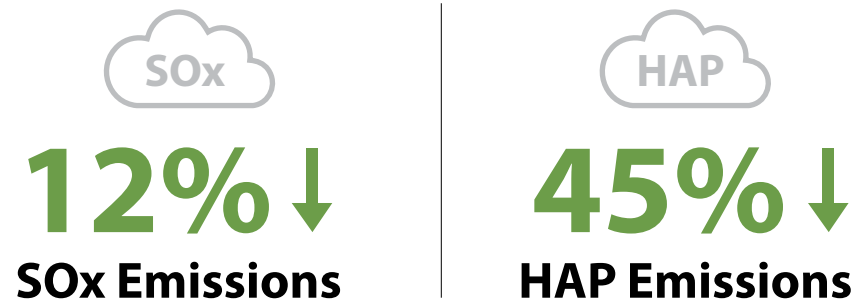
Air emissions management is a critical component of KPC's environmental protection and compliance efforts. The Corporation recognizes that Nitrogen Oxides (NO<sub>x</sub>) and Sulfur Oxides (SO<sub>x</sub>) are among the key contributors to air pollution, leading to adverse effects such as respiratory illness, smog formation, and acid rain. In addition, Particulate Matter (PM), Volatile Organic Compounds (VOCs), Hazardous Air Pollutants (HAPs), and Persistent Organic Pollutants (POPs) pose long-term risks to human health and surrounding ecosystems. To address these risks, KPC applies internationally recognized methodologies to monitor, quantify, and control emissions across all operational areas.

Within refineries and processing facilities, emissions are calculated using the U.S. Environmental Protection Agency (USEPA) AP-42 emission factors, integrated within site-specific Environmental Information Systems (EIS). These systems provide a standardized framework ensuring accuracy, traceability, and comparability of emission data across the Group. In marine transportation, KPC's fleet fully complies with the requirements of MARPOL Annex VI, which stipulates limits on NO<sub>x</sub> emissions based on engine speed and on SO<sub>x</sub> emissions based on sulfur content of fuels. Through this compliance, KPC ensures that all vessels operate in alignment with international maritime environmental standards and contributing to the global effort to reduce shipping-related air pollution.

KPC does not import, produce, or use ozone-depleting substances (ODS). During the reporting period, a slight increase in NO<sub>x</sub> and SO<sub>x</sub> emissions was observed, as shown in the accompanying table. This variation is primarily attributed to the completion of performance guarantee tests for newly commissioned units such as the Crude Distillation Unit (CDU), Atmospheric Residue Desulfurization (ARDS) unit, and associated boilers; which entered full operation during FY 2024-2025 and were subsequently incorporated into the Group's consolidated emissions inventory.

Conversely, other operational units undergoing optimization and energy-efficiency improvements recorded stable or declining emission levels within expected performance ranges. VOC emissions are projected to rise temporarily at one refinery as Leak Detection and Repair (LDAR) systems become fully operational and quantification coverage expands, reflecting KPC's continuous enhancement of emissions monitoring precision and transparency.

### Air Emissions\*



\* Refer to Table 32 in Appendix C for the full breakdown



# Towards a Sustainable Future



Kuwait Petroleum Corporation and subsidiaries | مؤسسة البترول الكويتية وشركاتها

# 6



# Appendix

- A. Report Boundaries
- B. KPC's Board Members
- C. Performance Data
- D. GRI Content Index
- E. List of Abbreviations
- F. References












## A. Report Boundaries

Company	Ownership = 100%	Ownership > 50%	Ownership = 50%	Ownership < 50%
KOC	<ul style="list-style-type: none"> <li>HO</li> <li>Fields</li> </ul>			
KGOC	<ul style="list-style-type: none"> <li>HO</li> </ul>		<ul style="list-style-type: none"> <li>WJO (HO, Fields)</li> <li>KJO (HO, Fields)</li> </ul>	
KUFPEC	<ul style="list-style-type: none"> <li>HO</li> <li>International Offices</li> </ul>	<ul style="list-style-type: none"> <li>Exploration and Production Fields</li> </ul>		
KNPC	<ul style="list-style-type: none"> <li>HO</li> <li>MAB</li> <li>MAA</li> <li>SHU</li> <li>KAFCO</li> <li>Wataniya Club</li> <li>Local Marketing</li> </ul>	<ul style="list-style-type: none"> <li>KARO (60%)</li> <li>KPPC (60%)</li> </ul>		<ul style="list-style-type: none"> <li>TKSC (34%) through KARO</li> </ul>
KIPIC	<ul style="list-style-type: none"> <li>HO</li> <li>LNG Import Facility</li> <li>Al-Zour Refinery</li> </ul>			
KPI	<ul style="list-style-type: none"> <li>HO</li> <li>KPIAC</li> <li>KUPIT</li> <li>KRPT</li> <li>KPES</li> <li>KPRNE</li> <li>Q8 Oils</li> <li>Q8 IDS/Global Card</li> </ul>		<ul style="list-style-type: none"> <li>RAM (50%)</li> <li>OQ8 Refinery</li> <li>OKQ8</li> </ul>	<ul style="list-style-type: none"> <li>NSRP (35.1%)</li> </ul>
PIC	<ul style="list-style-type: none"> <li>HO</li> <li>PP plant</li> <li>KVPC</li> <li>Boubyan Club</li> </ul>			<ul style="list-style-type: none"> <li>SK PIC Global (49%)</li> <li>Equate (42.5%)</li> <li>TKOC (42.5%)</li> <li>GPIC (33.33%)</li> <li>KARO (20%)</li> <li>MEGlobal (through Equate)</li> <li>Equipolymers (through by Equate)</li> <li>KPPC (through KARO)</li> <li>TKSC (through KARO)</li> </ul>
KOTC	<ul style="list-style-type: none"> <li>MAB HO</li> <li>Fleet</li> <li>GFB HO</li> <li>GFB S</li> <li>GFB U</li> </ul>			
KPC	<ul style="list-style-type: none"> <li>HO</li> <li>International Offices</li> </ul>			<ul style="list-style-type: none"> <li>KDC (49%)</li> <li>SOOR (24%)</li> <li>SK Holding (3.48%)</li> <li>OULA (24%)</li> <li>SK Innovation (3.92%)</li> <li>Fuji Oil (7.43%)</li> </ul>

● Included ● Excluded



## B. KPC's Board Members

	Name	Gender	Competencies	Positions Held	Role	Membership Start Date	Membership End Date	Tenure
	<b>Tareq Sulaiman Al-Roumi</b>	Male	Oil sector leadership, internal audit, corporate governance, procurement and contracting	Minister of Oil (2024–present), Chairperson of the Board – Kuwait Petroleum Corporation (current), Chairperson of the Board – Kuwait Oil Tanker Company (2023–2024), Vice Chairperson – Kuwait Drilling Company, Managing Director of Internal Audit – KPC (2011–2013), various roles at KOC and KPC (since 1976)	Minister of Oil-Chairman of the Board	29-Oct-24	15-Mar-28	10 months, 13 days
	<b>Sheikh Nawaf Saud Al-Sabah</b>	Male	Corporate law, oil and gas strategy, upstream and downstream operations, international expansion	Deputy Chairman & CEO – KPC (2022–present), President & CEO – KPC Holdings (Aruba) AEC (2019–2022), CEO – KUFPEC (2013–2022), Deputy Managing Director & General Counsel – KPC (2005–2013), Head – KPC Washington Office (2002–2004), Corporate Attorney – Gibson, Dunn & Crutcher LLP (1999), Board Member – MEGlobal & KPC Holdings (Aruba) AEC	Deputy Chairman & CEO	16-Mar-25	15-Mar-28	5 months, 26 days
	<b>Aseel Suleiman Al-Munifi</b>	Female	Public finance, taxation, budgeting	Undersecretary – Ministry of Finance (current), Assistant Undersecretary for General Budget Affairs (past), Assistant Undersecretary for Financial & Tax Affairs (past), Board Member – Kuwait Petroleum Corporation (current)	Board Member	16-Mar-22	15-Mar-28	3 years, 5 months, 26 days
	<b>Sheikh Saoud Salem Al-Sabah</b>	Male	Business development, investment, financial strategy, IT	Managing Director – Kuwait Investment Authority (current), Head of Financial Planning & Strategy – Dome National General Trading Company (current), Associate – BlackRock (past), Board Member – Kuwait Petroleum Corporation (current), Board Member – Kuwait Investment Authority (current)	Board Member	14-Nov-24	15-Mar-28	9 months, 28 days
	<b>Wafa Ahmed Al-Qatami</b>	Female	Investment, financial services, trading, corporate leadership	Vice Chairperson – Kuwait Direct Investment Promotion Authority (current), Vice Chairperson – Al-Wafir Marketing Services Company (current), General Manager – Nine Pearls for General Trading & Contracting (1981–present), Board Member – Kuwait Chamber of Commerce & Industry, Kuwait Clearing Company, Bank of Kuwait & the Middle East, Arzan Financial Group, Kuwait Financial Group	Board Member	16-Mar-25	15-Mar-28	5 months, 26 days
	<b>Yousef Khaled Al-Qabandi</b>	Male	Oil marketing, board governance, petroleum sector management	Deputy Managing Director – Marketing (Middle Distillates, Fuel Oil, Special Products) at KPC (past), Vice Chairperson – Kuwait Oil Tankers Company (past), Board Member – Kuwait Petroleum Corporation (current)	Board Member	16-Mar-25	15-Mar-28	5 months, 26 days
	<b>Yousef Abdullah Al-Yateem</b>	Male	Finance, oil sector administration, international business leadership	Deputy Managing Director – Financial & Administrative Affairs, Kuwait Petroleum International (past), Accounts Manager – KPC (past), Managing Director – GALLUS & PRH (past), Previous Board Member – KNPC, PIC, KOTC, KPI(Q8), Board Member – Kuwait Petroleum Corporation (current)	Board Member	16-Mar-25	15-Mar-28	5 months, 26 days

Tenure as of 11 September 2025

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## C. Performance Data

**Table 1 - Total Number of Employees**

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
Total	#	2023 -2024	11,363	279	362	6,573	1,392	1,898	317	609	801	12,004	10,180	609	23,594
		2024 - 2025	11,631	267	237	6,405	1,431	1,922	295	587	754	12,135	10,053	587	23,529

**Table 2 - Number of Employees per Gender**

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
% Female	%	2023 -2024	19.79%	36.20%	36.19%	10.51%	13.86%	32.06%	21.14%	23.64%	55.80%	20.67%	15.32%	23.64%	19.63%
		2024 - 2025	20.10%	34.83%	42.19%	10.40%	13.56%	32.47%	27.46%	24.00%	56.00%	20.86%	15.57%	24.02%	19.80%
% Male	%	2023 -2024	80.21%	63.80%	63.81%	89.49%	86.14%	67.94%	78.86%	76.36%	44.20%	79.33%	84.68%	76.36%	80.37%
		2024 - 2025	79.90%	65.17%	57.81%	89.60%	86.44%	67.53%	72.54%	76.00%	44.0%	79.14%	84.43%	75.98%	80.20%
Female	#	2023 -2024	2,249	101	131	691	193	608	67	144	447	2,481	1,559	144	4,630
		2024 - 2025	2,338	93	100	666	194	624	81	141	422	2,531	1,565	141	4,659
Male	#	2023 -2024	9,114	178	231	5,882	1,199	1,290	250	465	354	9,523	8,621	465	18,964
		2024 - 2025	9,293	174	137	5,739	1,237	1,298	214	446	332	9,604	8,488	446	18,870

**Table 3 - Number of Employees per Age Category**

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
% Under 30	%	2023 -2024	15.00%	22.58%	9.12%	25.70%	32.00%	10.00%	29.34%	14.44%	27.34%	15.00%	24.00%	14.44%	19.18%
		2024 - 2025	17.00%	19.92%	13.92%	23.92%	37.73%	10.30%	26.50%	13.80%	25.00%	17.00%	22.00%	14.00%	19.38%
% 30-50	%	2023 -2024	72.00%	64.52%	69.89%	67.00%	59.00%	59.00%	44.79%	73.00%	56.43%	71.76%	64.00%	73.00%	67.80%
		2024 - 2025	74.00%	65.68%	70.46%	69.43%	53.80%	58.27%	52.65%	76.30%	63.00%	73.74%	65.74%	76.30%	70.04%
% Above 50	%	2023 -2024	12.90%	12.90%	20.99%	7.35%	9.00%	31.00%	25.87%	12.48%	16.20%	13.24%	12.00%	12.48%	13.03%
		2024 - 2025	10.00%	14.39%	15.61%	6.65%	8.45%	31.43%	20.85%	9.90%	12.00%	10.22%	12.12%	9.90%	11.07%
Under 30	#	2023 -2024	1,704	63	33	1,689	445	190	93	88	219	1,800	2,418	88	4,525
		2024 - 2025	1,977	53	33	1,532	417	198	78	81	191	2,063	2,225	81	4,560
30-50	#	2023 -2024	8,181	180	253	4,401	821	1,120	142	445	452	8,614	6,484	445	15,996
		2024 - 2025	8,607	174	167	4,447	887	1,120	155	448	474	8,948	6,609	448	16,479
Above 50	#	2023 -2024	1,477	36	76	483	125	588	82	76	130	1,589	1,279	76	3,074
		2024 - 2025	1,163	40	37	426	127	604	62	58	89	1,240	1,219	58	2,606

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Table 4 - Distribution of Employees with Graduate Degrees by Gender

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
Total Number of Employees with Graduate Degrees	#	2023 -2024	6,163	490	230	2,679	785	171	241	285	734	6,883	3,876	285	11,778
		2024 - 2025	-	230	232	2,563	895	182	219	269	706	462	3,859	269	5,296
% Female	%	2023 -2024	33.30%	17.30%	41.30%	23.80%	23.90%	19.90%	26.50%	36.80%	55.00%	32.44%	23.84%	36.84%	31.13%
		2024 - 2025	-	34.34%	42.24%	24.27%	23.58%	20.33%	30.59%	39.00%	54.96%	38.31%	24.28%	39.00%	30.34%
% Male	%	2023 -2024	66.70%	82.60%	58.70%	76.10%	76.00%	80.10%	73.40%	63.20%	45.00%	67.56%	76.16%	63.16%	68.87%
		2024 - 2025	-	65.65%	57.76%	75.73%	76.42%	79.67%	69.41%	61.00%	45.00%	61.69%	75.72%	60.97%	69.66%
Female	#	2023 -2024	2,053	85	95	638	188	34	64	105	404	2,233	924	105	3,666
		2024 - 2025	-	79	98	622	211	37	67	105	388	177	937	105	1,607
Male	#	2023 -2024	4,110	405	135	2,041	597	137	177	180	330	4,650	2,952	180	8,112
		2024 - 2025	-	151	134	1,941	684	145	152	164	318	285	2,922	164	3,689

Table 5 - Number of National Employees in the State of Kuwait

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
National Employees among all employees in the state of Kuwait	#	2023 -2024	9,886	272	213	6,060	1,340	1,887	306	581	800	10,371	9,593	581	21,345
		2024 - 2025	11,329	261	214	5,920	1,384	1,922	287	562	753	11,804	9,513	562	22,631
	%	2023 -2024	87.00%	97.49%	90.25%	92.20%	96.30%	99.40%	96.53%	95.40%	99.88%	87.31%	94.24%	95.40%	90.47%
		2024 - 2025	97.00%	97.75%	90.30%	92.43%	96.71%	100.00%	97.17%	95.74%	99.87%	97.27%	94.62%	95.74%	96.18%

Table 6 - Number of Employees with Disabilities

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
Employees with Disabilities	#	2023 -2024	45	3	4	9	5	0	1	4	6	52	15	4	77
		2024 - 2025	35	3	2	10	5	0	1	2	7	40	16	2	65

Table 7 - New Hires

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Grand Total
Hires	#	2023 -2024	471	38	5	468	59	150	11	18	55	514	688	18	1,275
		2024 - 2025	-	7	23	158	90	157	7	14	12	30	412	14	468

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Table 8 - Turnover

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
Turnovers	#	2023 -2024	235	-	12	155	31	130	47	26	19	247	363	26	655
		2024 - 2025	-	16	23	326	52	113	41	37	63	39	532	37	671
Attrition Rate	%	2023 -2024	2.20%	-	5.20%	2.50%	2.30%	7.70%	15.40%	4.40%	2.50%	2.15%	3.82%	4.40%	2.93%
		2024 - 2025	-	6.20%	10.75%	5.22%	3.88%	6.70%	14.24%	6.46%	8.49%	0.32%	5.52%	6.46%	2.91%

Table 9 - Number of Women Promotions to Team Leader or Above

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
Percentage of Female Employees Promoted	%	2023 -2024	12.00%	24.00%	48.00%	18.00%	20.00%	31.00%	36.00%	42.00%	42.00%	21.00%	24.00%	42.00%	25.00%
		2024 - 2025	14.00%	21.22%	50.00%	22.90%	0.00%	14.00%	24.77%	50.00%	54.00%	15.00%	15.00%	50.00%	15.00%
Number of Female Employees Promoted	#	2023 -2024	9	7	10	18	6	17	12	5	10	26	53	5	94
		2024 - 2025	402	38	18	41	0	3	28	4	26	458	72	4	560
Number of Total Employees Promoted	#	2023 -2024	76	29	21	101	30	54	33	12	24	126	218	12	380
		2024 - 2025	2,932	179	36	179	159	21	114	8	48	3,147	473	8	3,676

Table 10 - Training

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
Total Training Hours	#	2023 -2024	249,986	19,251	6,154	98,595	27,840	30,368	12,046	65,163	8,811	275,391	168,849	65,163	518,214
		2024 - 2025	297,693	11,008	7,447	105,967	45,719	124,930	16,659	85,285	6,032	316,148	293,275	85,285	700,740
Average Training Hours per Subsidiary	#	2023 -2024	22	69	17	15	20	16	38	107	11	22	17	106	22
		2024 - 2025	26	41	31	17	32	65	56	145	8	26	29	145	30
Average Training Hours per Male Employee	#	2023 -2024	21	49	15	14	18	16	39	93	12	21	16	93	20
		2024 - 2025	25	40	31	15	31	65	60	134	8	25	26	134	28
Average Training Hours per Female Employee	#	2023 -2024	22	106	20	35	36	16	30	149	12	25	27	149	29
		2024 - 2025	29	44	32	33	38	65	48	181	8	30	47	181	38

Table 11 - Training in Health and Safety

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
Average HSE Training Hours per Employees	#	2023 -2024	1.7	3.41	2	15	5.63	4.49	6	16	24.8	1.75	11.48	16	7.10
		2024 - 2025	6.07	6	2	6.21	12.71	5.13	6	16	7.6	5.99	6.92	16	6.45
Average HSE Training Hours per Contractors	#	2023 -2024	0.2	3.94	2	3.3	17.77	-	6	4	0	0.36	6.98	4	5.08
		2024 - 2025	-	-	2	6	18.64	-	6	4	6	0.31	18.04	4	16.74

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Table 12 - Financial Amount Contributed to Employee Benefits

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
Regular contributions such as to pensions, insurance, company vehicles and private health	KD	2023 -2024	71,610,660	-	16,301	126,725	23,354,206	12,583,235	5,350,125	5,058,790	-	71,626,961	41,414,291	5,058,790	118,100,042
		2024 - 2025	122,224,373	-	2,497,557	133,522	18,372,822	13,560,550	12,038,401	-	95,838	124,721,930	44,105,295	-	168,923,063
Other employee support, such as housing, interest free loans, public transport assistance, educational grants and redundancy payments	KD	2023 -2024	23,452,466	-	1,249	62,052	26,453,707	17,826,249	1,314,638	805,000	164,295	23,453,715	45,656,646	805,000	70,079,656
		2024 - 2025	-	-	4,874,786	76,200	11,069,587	9,781,651	453,868	1,429,135	16,038,245	4,874,786	21,381,306	1,429,135	43,723,471
Benefits (excluding training, costs of protective equipment or other cost items directly related to the employee's job function)	KD	2023 -2024	95,063,126	-	2,728	204,631	49,807,913	31,458,087	6,994,654	3,865,000	-	95,065,854	88,465,285	3,865,000	187,396,139
		2024 - 2025	-	-	16,252,809	209,722	34,919,815	23,342,202	12,694,684	84,253	18,676,585	16,252,809	71,166,423	84,253	106,180,070
Employee wages and benefits	KD	2023 -2024	-	-	4,166	501,130	116,911,293	104,860,290	23,037,477	27,243,092	6,228	4,166	245,310,190	27,243,092	272,563,676
		2024 - 2025	-	-	26,240,946	464,370	109,054,384	107,246,980	26,947,614	26,815,481	54,154,304	26,240,946	243,713,348	26,815,481	350,924,079

Table 13 - Amount of Procurement Budget Spent on Local Suppliers

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	PIC	KPI	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
Total Procurement Budget	KD	2023 -2024	-	11,226,206	24,697,193	488,460,256	31,973,260	13,689,082	2,836,061	59,083,730	9,456,386	35,923,399	523,269,577	59,083,730	627,733,092
		2024 - 2025	700,000,000	16,672,549	17,425,208	764,071,660	42,575,373	16,081,485	4,774,037	94,587,000	16,312,492	34,097,757	827,502,555	94,587,000	972,499,803
Percentage of the procurement budget used in Kuwait operations that is spent on local suppliers (such as percentage of products and services purchased locally)	%	2023 -2024	-	98.00%	64.00%	78.00%	30.00%	85.00%	94.00%	19.00%	79.00%	-	-	-	-
		2024 - 2025	35.71%	96.80%	59.00%	73.00%	30.00%	82.00%	97.00%	12.00%	100.00%	-	-	-	-
Amount of the procurement budget used in Kuwait operations that is spent on local suppliers (such as percentage of products and services purchased locally).	KD	2023 -2024	-	10,957,081	15,822,020	379,203,639	9,591,978	11,613,756	2,676,904	11,130,527	7,494,469	26,779,101	403,086,277	11,130,527	448,490,374
		2024 - 2025	716,511,493	9,892,811	10,199,593	557,237,083	12,772,612	13,259,194	4,625,623	10,161,000	7,370,884	736,603,897	587,894,512	10,161,000	1,342,030,293
Percentage of the procurement budget used in non-local suppliers in Kuwait	%	2023 -2024	-	2.00%	36.00%	22.00%	70.00%	15.00%	6.00%	81.00%	21.00%	-	-	-	-
		2024 - 2025	64.00%	3.00%	41.00%	27.00%	70.00%	18.00%	3.00%	86.00%	Commercial: 43.74% IM: 97.87%	-	-	-	-
Amount of the procurement budget used in non-local suppliers in Kuwait	KD	2023 -2024	-	269,126	8,130,059	109,256,618	22,381,282	2,075,326	159,156	47,953,203	1,961,917	8,399,184	133,872,382	47,953,203	192,186,686
		2024 - 2025	1,282,843,363	332,139	7,225,615	206,589,075	29,802,761	2,822,291	148,414	-	8,941,608	1,290,401,117	239,362,541	-	1,538,705,266

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Table 14 - Contractors

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Up-stream	Total Down-stream	Total Mid-stream	Total
Contractors	#	2023 -2024	90,546	130	80	8,897	-	16	340	1,233	577	90,756	9,253	1,233	101,819
		2024 - 2025	72,311	19	89	10,510	-	48	455	74	359	72,419	11,013	74	83,865

Table 15 - Local Contractors

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	PIC	KPI	KOTC	KPC HO	Total Up-stream	Total Down-stream	Total Mid-stream	Total
Local Contractors	#	2023 -2024	0	20	38	602	4,750	34	4	121	392	58	5,390	121	5,961
		2024 - 2025	4,276	34	26	1,154	2,451	33	4	91	153	4,336	3,642	91	8,222
	%	2023 -2024	0.00%	0.86%	0.61%	0.61%	0.34%	0.29%	0.05%	0.66%	0.92%	-	-	-	-
		2024 - 2025	0.56%	0.87%	0.66%	52.00%	0.59%	0.26%	0.12%	65.90%	25.00%	-	-	-	-

Table 16 - Deaths and Injuries Among Employees and Contractors

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Up-stream	Total Down-stream	Total Mid-stream	Total	
Employees Fatalities	#	2023 -2024	0	0	0	0	0	0	0	0	0	0	0	0	0	
		2024 - 2025	0	0	0	0	0	0	0	0	0	0	0	0	0	
Employees Injuries	#	2023 -2024	17	0	0	14	0	8	1	3	0	0	17	23	3	43
		2024 - 2025	12	0	0	0	0	10	0	0	0	0	12	10	0	22

Metric	Unit	Year	KOC	KGOC*	KUFPEC**	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Up-stream	Total Down-stream	Total Mid-stream	Total	
Contractors Fatalities	#	2023 -2024	2	0	0	0	0	0	0	0	0	2	0	0	2	
		2024 - 2025	2	0	0	0	0	0	0	0	0	0	2	0	0	2
Contractors Injuries	#	2023 -2024	51	0	0	15	4	4	3	10	0	0	51	26	10	87
		2024 - 2025	25	0	0	19	5	9	3	9	0	0	25	36	9	70
Lost Workday Cases*	#	2023 -2024	12	0	0	8	0	7	0	1	0	0	12	15	1	28
		2024 - 2025	7	0	0	13	2	10	0	0	0	0	7	25	0	32

\* This metric encompasses not only KGOC HO but also WJO and KJO. \*\* For KUFPEC, it incorporates HO and our Pakistan & Indonesia operation.

Metric	Unit	Year	KOC	KGOC*	KUFPEC**	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Up-stream	Total Down-stream	Total Mid-stream	Total
LTIFR	Ratio	2023 -2024	0.10	0	0	0.12	0	2.40	0	0.02	0	0	3	0	3
		2024 - 2025	0.01	0	0	0.08	0.40	3.26	0	0	0	0	4	0	4

\* This metric encompasses not only KGOC HO but also WJO and KJO. \*\* For KUFPEC, it incorporates HO and our Pakistan & Indonesia operation.

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Table 17 - Economic Values

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Up-stream	Total Down-stream	Total Mid-stream	Total
Direct economic value generated (Company Revenues)	KD	2023 -2024	-	-	696,439,134	520,734,000	3,304,095,784	105,982,282	23,600,646	120,058,000	42,628,079,516	696,439,134	3,954,412,712	120,058,000	47,398,989,362
		2024 - 2025	21,057,957	-	455,735,702	11,837,529,000	4,816,332,137	112,533,357	6,025,128,380	141,722,000	43,469,191,405	476,793,659	22,791,522,874	141,722,000	66,879,229,938
Economic value distributed (operating costs, employee wages and benefits, payments to providers of capital, payments to government, and community investments)	KD	2023 -2024	-	23,868,126	388,383,003	1,611,800,000	3,704,862,015	167,463,649	-	195,593,000	42,576,141,839	412,251,129	5,484,125,664	195,593,000	48,668,111,631
		2024 - 2025	Not Applicable	29,818,313	169,347,987	1,913,444,125	4,641,391,338	166,102,254	5,924,490,910	199,060,000	44,818,999,864	199,166,300	12,645,428,627	199,060,000	57,862,654,791

Table 18 - Key Initiatives Monetary Contributions

Initiative	Monetary Contribution (KD)
Repair and maintenance of Ferris Wheel at Bayt Abdullah Children's Hospice	Not Available
RECSO EnviroSpill Conference Sponsorship (2024)	Not Available
Fish Farming Technology Development Project - Phase 2 (2025)	25,000
Engineering Designs Expo (Jan 2024)	Not Available
Kuwait University Student Talent & Innovation Forum and Exhibition (2024)	15,000
LOYAC Ramadan Food Distribution (2024)	2,850
LOYAC Eid Al-Fitr Initiative (2024)	1,450
Donations & Sponsorships to Charity Organizations (2024-25)	Not Available
Kuwait University 47th & 48th Engineering Design Exhibitions (2024-25)	15,000
Kuwait Conference on Diversity and Inclusion (Feb 2024)	Not Available
Sponsorship of special needs school events (2023-24)	Not Available
Autism Workshop Sponsorship (2024)	Not Available
Conference on Integrating Persons with Disabilities in Sustainable Development (2025)	7,000

Table 19 - Total GHG Emissions

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	KPI	PIC	KOTC	KPC HO	Total Up-stream	Total Down-stream	Total Mid-stream	Total
Scope 1	Metric tons CO <sub>2</sub> e	2023 -2024	3,591,055	Not Applicable	Not Applicable	12,933,464	5,280,448	11,686	7,414	1,158,572	Not Applicable	3,591,055	18,233,012	1,158,572	22,982,638
		2024 - 2025	2,553,464	Not Applicable	Not Applicable	13,050,614	6,477,030	11,154	10,940	1,112,483	Not Applicable	2,553,464	19,549,737	1,112,483	23,215,684
Scope 2	Metric tons CO <sub>2</sub> e	2023 -2024	2,390,024	Not Applicable	225	2,332,403	1,121,012	22,177	18,259	Not Applicable	7,792	2,390,249	3,493,851	Not Applicable	5,899,684
		2024 - 2025	2,525,467	852	212	2,299,634	1,309,392	16,890	16,025	Not Applicable	7,353	2,526,531	3,641,940	Not Applicable	6,175,825

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Table 20 - Scope 1 GHG Emissions by Source

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	PIC	KPI	KOTC	KPC HO	Total upstream	Total Down-stream	Total mid-stream	Total
Amount of gross global Scope 1 emissions from flared hydrocarbons	Metric tons CO <sub>2</sub> e	2023-2024	846,187	Not Applicable	Not Applicable	471,480	1,529,402	-	Not Applicable	Not Applicable	Not Applicable	846,187	2,008,296	-	2,847,069
		2024-2025	346,038	Not Applicable	Not Applicable	400,410	555,627	-	Not Applicable	Not Applicable	Not Applicable	346,038	966,977	-	1,302,075
Amount of gross global Scope 1 emissions from other combustion	Metric tons CO <sub>2</sub> e	2023-2024	2,582,254	Not Applicable	Not Applicable	8,300,458	3,720,388	-	8,725	Not Applicable	Not Applicable	2,582,254	12,029,571	-	14,611,825
		2024-2025	1,999,521	Not Applicable	Not Applicable	8,363,430	5,880,693	-	8,740	Not Applicable	Not Applicable	1,999,521	14,252,864	-	16,252,385
Amount of gross global Scope 1 emissions from process emissions	Metric tons CO <sub>2</sub> e	2023-2024	Not Applicable	Not Applicable	Not Applicable	17,411	Not Applicable	7,414	Not Applicable	Not Applicable	Not Applicable	-	17,411	-	24,825
		2024-2025	Not Applicable	Not Applicable	Not Applicable	13,790	Not Applicable	10,940	Not Applicable	Not Applicable	Not Applicable	-	13,790	-	24,730
Amount of gross global Scope 1 emissions from other vented emissions	Metric tons CO <sub>2</sub> e	2023-2024	Not Applicable	Not Applicable	Not Applicable	4,142,945	Not Applicable	-	Not Applicable	Not Applicable	Not Applicable	-	4,142,945	-	4,142,945
		2024-2025	Not Applicable	Not Applicable	Not Applicable	4,271,851	Not Applicable	-	Not Applicable	Not Applicable	Not Applicable	-	4,271,851	-	4,271,851
Amount of gross global Scope 1 emissions from fugitive emissions	Metric tons CO <sub>2</sub> e	2023-2024	162,614	Not Applicable	Not Applicable	1,170	30,583	-	Not Applicable	Not Applicable	Not Applicable	162,614	31,753	-	194,367
		2024-2025	207,905	Not Applicable	Not Applicable	1,133	40,709	-	2,413	Not Applicable	Not Applicable	207,905	44,255	-	252,160

Table 21 - GHG emissions intensity ratio

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	PIC	KPI	KOTC	KPC HO
GHG emissions intensity ratio for the organization*	Metric Tons of CO <sub>2</sub> e /barrel	2023-2024	0.006	Not Applicable	Not Applicable	0.053	0.036	Not Applicable	0.0001	Not Applicable	Not Applicable
		2024-2025	0.005	Not Applicable	Not Applicable	0.052	0.033	Not Applicable	0.0001	Not Applicable	Not Applicable

\*Scope 1 and Scope 2 emissions combined (excluding Scope 3 emissions)

Table 22 - Methane Emissions

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	PIC	KPI	KOTC	KPC HO	Total Up-stream	Total Down-stream	Total Mid-stream	Total
Methane in gross global Scope 1 emissions	Metric tons CO <sub>2</sub> e	2023-2024	233,792	Not Applicable	Not Applicable	11,412	40,899	-	Not Applicable	532	Not Applicable	233,792	52,311	532	286,635
		2024-2025	272,862	Not Applicable	Not Applicable	11,819	73,165	-	Not Applicable	507	Not Applicable	272,862	84,984	507	358,353

Table 23 - Renewable Energy Capacity

Metric	Unit	Year	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
Total Renewable Energy Consumption	MWh	2023-2024	2,356	-	19,272	-	21,628
		2024-2025	2,356	-	18,841	-	21,197

\* Capacity factor for solar panels in KW = 27.5%

\* Hours of operation in a year = 8760 hours

\* Note: Typically, the capacity factor for solar panels globally ranges from 15% to 25%, but in regions with high solar irradiance like Kuwait, it can be higher. In such sunny and arid climates, the capacity factor can reach upwards of 25-30%

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Table 24 - Energy Consumption

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	PIC	KPI	KOTC	KPC HO	Total upstream	Total Downstream	Total mid-stream	Total
Total fuel consumption from non-renewable sources	kJ	2023-2024	99,144,245,503,672	-	Not Applicable	-	38,655,817,104,038	336,200,000,000	138,614,000,000	-	-	99,144,245,503,672	39,130,631,104,038	-	138,274,876,607,710
		2024-2025	112,859,219,709,434	Not Applicable	Not Applicable	137,635,340,000,000	56,127,065,403,880	295,514,000,000	136,486,507,940	37,620,000,000	-	-	112,859,219,709,434	194,194,405,911,820	37,620,000,000
Total fuel consumption from renewable sources	kJ	2023-2024	-	-	Not Applicable	-	-	4,529,368,800	3,009,000,000	Not Applicable	-	-	7,538,368,800	Not Applicable	7,538,368,800
		2024-2025	-	Not Applicable	Not Applicable	-	-	4,398,966,000	3,033,451,780	Not Applicable	-	-	7,432,417,780	Not Applicable	-
Total electricity consumption	kJ	2023-2024	14,979,833,257,186	Not Applicable	14,105,713,287	12,894,120,000,000	5,248,609,712,400	214,426,195,200	257,644,800,000	865,427,462,259	-	14,993,938,970,473	18,614,800,707,600	865,427,462,259	34,474,167,140,332
		2024-2025	16,088,067,228,523	5,282,222,400	13,253,006,218	12,725,980,000,000	7,359,121,879,200	185,153,713,200	253,044,918,217	840,915,698,400	45,558,000,000	16,106,602,457,141	20,523,300,510,617	840,915,698,400	37,516,376,666,158
Total energy consumption for heating	kJ	2023-2024	-	Not Applicable	202,266,000	5,916,816,000	-	-	92,304,000,000	-	-	202,266,000	98,220,816,000	-	98,423,082,000
		2024-2025	-	Not Applicable	238,221,418	6,090,000,000	-	-	92,851,584,748	Not Applicable	-	238,221,418	98,941,584,748	Not Applicable	99,179,806,166
Total energy consumption for cooling	kJ	2023-2024	-	Not Applicable	1,032,235,200	25,474,320,000	-	-	-	-	-	1,032,235,200	25,474,320,000	-	26,506,555,200
		2024-2025	-	Not Applicable	7,214,288,400	26,240,000,000	-	-	-	-	-	7,214,288,400	26,240,000,000	-	33,454,288,400
Total steam consumption	kJ	2023-2024	-	Not Applicable	Not Applicable	40,293,140,000,000	-	121,866,031,540	13,795,000,000	-	-	-	40,428,801,031,540	-	40,428,801,031,540
		2024-2025	-	-	Not Applicable	41,784,000,000,000	-	110,360,168,916	14,350,842,852	-	-	-	41,908,711,011,768	-	41,908,711,011,768

Table 25 - Energy Intensity Ratio

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	PIC	KPI	KOTC
Energy Intensity Ratio	kJ/barrel	2023-2024	108,321	Not applicable	Not applicable	515,418	247,860	2,196,390	2,913	Not Applicable
		2024-2025	121,800	Not applicable	Not applicable	512,596	267,315	2,220,000	2,870	Not Applicable

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Table 26 - Water Withdraw, Discharge and Consumption

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	PIC	KPI	KOTC	KPC HO	Total Up-stream	Total Down-stream	Total Mid-stream	Total
Total Water Withdrawal	ML	2023 -2024	254,311	18	7	1,540,822	1,132,051	22,419	778	55	97	254,336	2,696,070	55	2,950,557
		2024 -2025	314,284*	28	6	1,467,074	1,230,141	21,038	2,768	42	94	314,318	2,721,021	42	3,035,475
Total Surface Water Withdrawal	ML	2023 -2024	-	-	-	-	-	Not Applicable	-	Not applicable	-	-	-	-	-
		2024 -2025	Not Applicable to KOC Operation	Not Applicable	Not Applicable	-	Not Applicable	Not Applicable	0	Not Applicable	-	-	0	-	0
Total Groundwater Withdrawal	ML	2023 -2024	8,391	-	-	-	-	Not Applicable	592	Not Applicable	-	8,391	592	-	8,983
		2024 -2025	5,384	Not Applicable	Not Applicable	-	Not Applicable	Not Applicable	588	Not Applicable	-	5,384	588	-	5,972
Total Seawater Withdrawal	ML	2023 -2024	22,777	-	-	1,510,705	1,121,416	22,389	-	Not Applicable	-	22,777	2,654,510	-	2,677,288
		2024 -2025	28,400	Not Applicable	Not Applicable	1,437,346	1,219,131	20,996	-	Not Applicable	-	28,400	2,677,473	-	2,705,873
Total Produced Water Withdrawal	ML	2023 -2024	199,270	-	-	-	-	Not Applicable	Not Applicable	Not Applicable	-	199,270	-	-	199,270
		2024 -2025	206,464	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	-	Not Applicable	Not Applicable	206,464	-	-	206,464
Total Third-Party Water Withdrawal	ML	2023 -2024	23,872	18	7	30,117	10,634	30	191	55	97	23,897	40,972	55	65,021
		2024 -2025	24,765	Not Applicable	6	29,728	11,010	42	1,589	47	94	24,771	42,369	47	67,281
Total Water Discharged	ML	2023 -2024	115,374,081	-	7	10,414	1,121,560	22,416	117	-	-	115,374,087	1,154,507	-	116,528,595
		2024 -2025	Not Applicable	Not Applicable	6	9,481	1,221,210	21,038	5,254	94	-	6	1,256,983	94	1,257,083
Total Water Discharged to Surface Water	ML	2023 -2024	-	Not Applicable	-	-	-	Not Applicable	15	Not Applicable	-	-	15	-	15
		2024 -2025	Not Applicable	Not Applicable	Not Applicable	-	-	Not Applicable	3,820	Not Applicable	-	-	3,820	-	3,820
Total Water Discharged to Ground-water	ML	2023 -2024	111,763,208	Not Applicable	-	-	-	Not Applicable	-	Not Applicable	-	111,763,208	-	-	111,763,208
		2024 -2025	Not Applicable	Not Applicable	Not Applicable	-	-	Not Applicable	-	Not Applicable	-	-	-	-	-
Total Water Discharged to Seawater	ML	2023 -2024	-	Not Applicable	-	10,414	1,121,560	22,389	-	Not Applicable	-	-	1,154,363	-	1,154,363
		2024 -2025	Not Applicable	Not Applicable	Not Applicable	9,481	1,221,210	20,996	-	94	-	-	1,251,687	94	1,251,781
Total Water Discharged to Third-party Water	ML	2023 -2024	-	-	7	-	-	27	117	-	-	7	144	-	151
		2024 -2025	Not Applicable	Not Applicable	6	-	Not Applicable	38	1,433	Not Applicable	-	6	1,471	-	1,477
Total Water Discharged to Third-party Water for Use to Other Organizations	ML	2023 -2024	3,610,873	Not Applicable	-	-	-	Not Applicable	-	Not Applicable	-	3,610,873	-	-	3,610,873
		2024 -2025	Not Applicable	Not Applicable	-	-	Not Applicable	Not Applicable	1,329	Not Applicable	Not Applicable	-	1,329	-	1,329
Number of Incidents of Non-compliance with Discharge Limits	#	2023 -2024	Not Applicable	-	-	10	-	-	-	Not Applicable	Not Applicable	-	10	-	10
		2024 -2025	Not Applicable	Not Applicable	Not Applicable	19	-	-	-	Not Applicable	-	-	19	-	19

\* Including brackish water withdrawal volumes.

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Table 27 - Total Waste by Type

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	PIC	KPI	KOTC	KPC HO	Total Up- stream	Total Down- stream	Total Mid- stream	Total
Total Weight of Waste Generated	Metric Tons (t)	2023 -2024	55,383	-	15	470,279	3,254	228	4,066	2,012	143	55,398	477,827	2,012	535,381
		2024 - 2025	53,454	36	20	92,341	8,946	273	14,388	11,921	15	53,510	115,949	11,921	181,394
Total Hazardous Waste	Metric Tons (t)	2023 -2024	2,408	-	-	66,766	240	-	2,945	235	-	2,408	69,951	235	72,594
		2024 - 2025	10,834	-	-	40,677	1,063	55	13,464	4,096	-	10,834	55,258	4,096	70,189
Total Non-hazardous Waste	Metric Tons (t)	2023 -2024	48,041	-	-	40,3513	3,015	-	-	1,777	-	48,041	406,528	1,777	456,346
		2024 - 2025	42,452	36	-	51,662	7,883	218	924	2,172	15	42,488	60,688	2,172	105,363

Table 28 - Total Waste by Disposal Methodology

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	PIC	KPI	KOTC	KPC HO	Total Up- stream	Total Down- stream	Total Mid- stream	Total
Total Weight of Waste Diverted from Disposal	Metric Tons (t)	2023 -2024	25,040	-	-	79,219	-	-	3,016	-	-	25,040	82,235	-	107,275
		2024 - 2025	20,227	Not Applicable	-	18,069	Not Applicable	207	13,702	1	12	20,227	31,978	1	52,218
Reused	Metric Tons (t)	2023 -2024	2,029	-	-	-	-	-	-	-	-	2,029	-	-	2,029
		2024 - 2025	2,307	-	-	-	-	-	335	-	-	2,307	334	-	2,641
Recycled	Metric Tons (t)	2023 -2024	23,011	-	-	79,366	-	-	-	-	-	23,011	79,366	-	102,377
		2024 - 2025	8,426	-	-	-	-	207	185	1	12	8,426	392	1	8,831
Sent to Other Recovery Operations	Metric Tons (t)	2023 -2024	-	-	-	-	-	-	-	-	-	-	-	-	-
		2024 - 2025	9,561	-	-	4,012	-	-	12,195	-	-	-	9,561	16,271	-
Weight of Waste Directed to Disposal	Metric Tons (t)	2023 -2024	25,086	-	15	391,060	3,254	-	-	2,012	143	25,101	394,314	2,012	421,571
		2024 - 2025	22,977	36	20	74,272	8,946	66	686	11,919	3	23,033	83,970	11,919	118,926
Sent to Landfill	Metric Tons (t)	2023 -2024	23,882	-	-	34,467	-	-	-	-	-	23,882	34,467	-	58,349
		2024 - 2025	23,882	36	-	30,627	-	66	-	6,352	-	23,918	30,693	6,352	60,963
Sent to Other Disposal Operations	Metric Tons (t)	2023 -2024	-	-	-	356,594	-	-	-	-	-	-	356,594	-	356,594
		2024 - 2025	819	-	-	43,646	-	1	446	5,500	-	819	44,093	5,500	50,412

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Table 29 - Total Hazardous Waste by Disposal Methodology

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	PIC	KPI	KOTC	KPC HO	Total Up- stream	Total Down- stream	Total Mid- stream	Total
Total Hazardous Waste	Metric Tons (t)	2023 -2024	2,408	-	-	66,766	240	-	2,945	235	-	2,408	69,951	235	72,594
		2024 - 2025	10,834	-	-	40,677	1,063	55	13,464	4,096	-	10,834	55,259	4,096	70,189
Weight of hazardous waste diverted from disposal	Metric Tons (t)	2023 -2024	1,204	-	-	28,567	-	-	2,945	-	-	1,204	31,512	-	32,716
		2024 - 2025	9,206	-	-	4,012	Not Applicable	-	13,123	-	-	9,206	17,135	-	26,341
Weight of hazardous waste diverted from disposal - prepared for reuse	Metric Tons (t)	2023 -2024	-	-	-	-	-	-	-	-	-	-	-	-	-
		2024 - 2025	171	-	-	-	Not Applicable	-	141	-	-	171	141	-	312
Weight of hazardous waste diverted from disposal - recycled	Metric Tons (t)	2023 -2024	881	-	-	28,554	-	-	-	-	-	881	28,554	-	29,435
		2024 - 2025	648	-	-	-	Not Applicable	-	30	-	-	648	30	-	678
Weight of hazardous waste diverted from disposal - other recovery operation. Please provide information about the recovery method	Metric Tons (t)	2023 -2024	-	-	-	-	-	-	-	-	-	-	-	-	-
		2024 - 2025	Not Applicable	-	-	4,012	Not Applicable	-	12,195	-	-	-	16,207	-	16,207
Weight of hazardous waste directed to disposal (total)	Metric Tons (t)	2023 -2024	1,204	-	-	38,199	240	-	-	235	-	1,204	38,439	235	39,878
		2024 - 2025	1,628	-	-	36,665	1,063	55	341	4,096	-	1,628	38,124	4,096	43,848
Weight of hazardous waste directed to incineration (without energy recovery)	Metric Tons (t)	2023 -2024	-	-	-	-	-	-	-	-	-	-	-	-	-
		2024 - 2025	Not Applicable	-	-	-	Not Applicable	1	-	-	-	-	1	-	1
Weight of hazardous waste directed to incineration (with energy recovery)	Metric Tons (t)	2023 -2024	-	-	-	-	-	-	-	-	-	-	-	-	-
		2024 - 2025	Not Applicable	-	-	-	Not Applicable	-	145	-	-	-	145	-	145
Weight of hazardous waste directed to landfilling	Metric Tons (t)	2023 -2024	-	-	-	30,019	-	-	-	-	-	-	30,019	-	30,019
		2024 - 2025	Not Applicable	-	-	29,255	Not Applicable	55	-	4,096	-	-	29,310	4,096	33,406
Weight of hazardous waste directed to other disposal operations	Metric Tons (t)	2023 -2024	-	-	-	8,180	-	-	-	-	-	-	8,180	-	8,180
		2024 - 2025	819	-	-	7,410	Not Applicable	1	173	5,500	-	819	7,584	5,500	13,903

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**Table 30 - Total Non-Hazardous Waste by Disposal Methodology**

Metric	Unit	Year	KOC	KGOC	KUFPEC	KNPC	KIPIC	PIC	KPI	KOTC	KPC HO	Total Upstream	Total Downstream	Total Midstream	Total
Weight of non-hazardous waste diverted from disposal	Metric Tons (t)	2023 -2024	24,159	-	-	50,651	-	-	-	-	-	24,159	50,651	-	74,810
		2024 - 2025	19,475	-	-	14,055	Not Applicable	207	579	1	12	19,475	14,841	1	34,329
Weight of non-hazardous waste diverted from disposal - prepared for reuse	Metric Tons (t)	2023 -2024	2,029	-	-	-	-	-	-	-	-	2,029	-	-	2,029
		2024 - 2025	2,136	-	-	-	Not Applicable	-	194	-	-	2,136	194	-	2,330
Weight of non-hazardous waste diverted from disposal - recycled	Metric Tons (t)	2023 -2024	22,130	-	-	50,812	-	-	-	-	-	22,130	50,812	-	72,942
		2024 - 2025	7,778	-	-	-	Not Applicable	207	155	1	12	7,778	362	1	8,153
Weight of non-hazardous waste diverted from disposal - other recovery operation	Metric Tons (t)	2023 -2024	-	-	-	-	-	-	-	-	-	-	-	-	-
		2024 - 2025	9,561	-	-	-	Not Applicable	-	64	-	-	9,561	64	-	9,625
Weight of non-hazardous waste directed to disposal (total)	Metric Tons (t)	2023 -2024	23,882	-	-	352,862	3,015	-	-	1,777	-	23,882	355,877	1,777	381,536
		2024 - 2025	22,977	36	-	37,607	7,883	11	345	2,171	3	23,013	45,846	2,171	71,304
Weight of non-hazardous waste directed to incineration (without energy recovery)	Metric Tons (t)	2023 -2024	-	-	-	-	-	-	-	-	143	-	-	-	143
		2024 - 2025	Not Applicable	-	-	-	Not Applicable	-	-	14	3	-	-	14	17
Weight of non-hazardous waste directed to incineration (with energy recovery)	Metric Tons (t)	2023 -2024	-	-	-	-	-	-	-	-	-	-	-	-	-
		2024 - 2025	Not Applicable	-	-	-	Not Applicable	-	-	-	-	-	-	-	-
Weight of non-hazardous waste directed to landfilling	Metric Tons (t)	2023 -2024	23,882	-	-	4,448	-	-	-	-	-	23,882	4,448	-	28,330
		2024 - 2025	23,882	36	-	1,372	Not Applicable	11	-	2,255	-	23,918	1,383	2,255	27,556
Weight of non-hazardous waste directed to other disposal operations	Metric Tons (t)	2023 -2024	-	-	-	348,414	-	-	-	-	-	-	348,414	-	348,414
		2024 - 2025	Not Applicable	-	-	36,236	Not Applicable	-	273	-	-	-	36,509	-	36,509

**Table 31 - Pipeline Incidents and Inspection**

Metric	Unit	Year	Total Upstream	Total Downstream	Total Midstream
Number of Reportable Pipeline Incidents	#	2023 -2024	40	2	0
		2024 - 2025	40	8	0
Percentage of natural gas and hazardous liquid pipelines inspected in the last fiscal year	%	2023 -2024	77.85%	4.44%(KNPC); 100% (PIC)	100%
		2024 - 2025	7.70%	24.9% (KNPC); 100 % (PIC)	0%


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**Table 32 - Air emissions**

Metric	Unit	Year	Total Upstream	Total Downstream	Total Midstream	Total
Air Emissions of NO <sub>x</sub>	KG	2023 -2024	15,146,738	20,373,430	7,802,476	43,322,644
		2024 - 2025	18,708,448	10,317,978	18,882,960	47,909,386
Air Emissions of SO <sub>x</sub>	KG	2023 -2024	154,983,125	3,345,720	9,439,959	167,768,804
		2024 - 2025	134,993,851	9,747,660	3,228,771	147,970,282
Air Emissions of Volatile Organic Compounds (VOC)	KG	2023 -2024	16,344,502	-	7,204,000	23,548,502
		2024 - 2025	18,572,911	330,759.75	330,760	25,615,671
Air Emissions of Hazardous Air Pollutants (HAP)	KG	2023 -2024	6,189,768	-	-	6,189,768
		2024 - 2025	3,374,388	-	-	3,374,388
Air Emissions of Particulate Matter (PM)	KG	2023 -2024	362,913	1,484,230	700,000	2,547,143
		2024 - 2025	380,081	882,565	1,639,077	2,901,723
Other Relevant Air Emissions as per Regulation	KG	2023 -2024	6,948,301	1,020,450	-	7,968,751.86
		2024 - 2025	6,750,911	977,810	-	7,728,721

\*Excludes KGOC Head office as the subsidiary is yet to install air monitors to measure the above emissions



## D. GRI Content Index

Statement of use	KPC has reported in accordance with the GRI Standards for the period FY 2023-2024 and FY 2024-2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	GRI 11: Oil and Gas Sector 2021

**GRI** | **CONTENT INDEX ADVANCED SERVICE** | **2026**

For the Content Index – Advanced Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.





## GRI Content Index

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	REQUIREMENTS	RESPONSE / LOCATION Section	LOCATION Sub-Section	OMISSION			GRI SECTOR STANDARD REF. NO.	Contribution to the SDGs 23-25
					REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
<b>General Disclosures</b>									
GRI 2: General Disclosures 2021	2-1 Organizational details	2-1 (a-d)	About this Report (p.4)		A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.				
	2-2 Entities included in the organization's sustainability reporting	2-2 (a-c)	About this Report (p.4)						
	2-3 Reporting period, frequency and contact point	2-3 (a-d)	About this Report (p.4)						
	2-4 Restatements of information		About this Report (p.4)						
	2-5 External assurance		About this Report (p.4)						
	2-6 Activities, value chain and other business relationships		KPC's Corporate Structure (p.10)						
	2-7 Employees	2-7 (a-e)	Workforce Profile (p.47)	Workforce Measurement and Reporting					
			Performance Data (p.122)	-					
	2-8 Workers who are not employees	2-8 (a-c)	Workforce Profile (p.47)	Workforce Measurement and Reporting					
			Performance Data (p.122)	-					
	2-9 Governance structure and composition	2-9 (a-c)	Corporate Governance (p.32)	Governance Framework and Oversight					
	2-10 Nomination and selection of the highest governance body				2-10 (a-b)	Not applicable	KPC is owned by the state of Kuwait. Board members are appointed according to the provisions of the Amiri Decree		
	2-11 Chair of the highest governance body	2-11 (a-b)	Chair of the highest governance body is not a senior executive in the organization						
	2-12 Role of the highest governance body in overseeing the management of impacts	2-12 a	Corporate Governance (p.32)	Board Competencies and Responsibilities					
2-12 (b-c)		Ethical Standards (p.37)	Ethical Principles and Governance						
2-13 Delegation of responsibility for managing impacts	2-13 (a-b)	Corporate Governance (p.32)	Board Competencies and Responsibilities						
2-14 Role of the highest governance body in sustainability reporting	2-14 (a-b)	Corporate Governance (p.32)	Board Competencies and Responsibilities						



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					REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	2-15 a	Ethical Standards (p.37)	Anti-Corruption and Compliance					
					2-15 b i	Confidentiality constraints	KPC is owned by the state of Kuwait. Board members are appointed according to the provisions of the Amiri Decree. Any conflicts are matters of the government.		
					2-15 b ii	Not applicable	KPC is wholly owned by the Government of the State of Kuwait and does not maintain cross-shareholding with suppliers or other stakeholders. Therefore, no conflicts of interest related to cross-shareholding arise.		
					2-15 b iii	Not applicable	KPC is owned by the state of Kuwait. Interests are aligned to the state government.		
				2-15 b iv	Information unavailable/incomplete	Information on the disclosure of conflicts of interest relating to related parties, including their relationships, transactions, and outstanding balances, was not available at the time of reporting. The organization is in the process of reviewing governance disclosures to determine the extent of such information that can be shared publicly in future reports			
	2-16 Communication of critical concerns	2-16 (a-b)	Ethical Standards (p.37)	Anti-Corruption and Compliance					
	2-17 Collective knowledge of the highest governance body	2-17 a	Corporate Governance (p.32)	Building Governance Capacity					
	2-18 Evaluation of the performance of the highest governance body	2-18 (a-c)	Corporate Governance (p.32)	Evaluation and Accountability					
	2-19 Remuneration policies	2-19 (a-b)	Corporate Governance (p.32)	Evaluation and Accountability					
	2-20 Process to determine remuneration	2-20 a	Corporate Governance (p.32)	Governance Framework and Oversight					
Evaluation and Accountability									
2-21 Annual total compensation ratio					2-20 b	Not applicable	No Stakeholder votes on Remuneration policies were held in the reporting period		
2-21 Annual total compensation ratio					2-21 (a-b)	Confidentiality constraints	Information available in sub-section 3.4.4, which explains KPC's compensation governance framework, equity principles, and benchmarking methodology for salary scales; however, the specific numerical ratios between highest and median annual compensation, and corresponding annual increase percentages, were not disclosed for confidentiality and regulatory reasons in the reporting period.		
2-21 c		Workplace Well-being (p.65)	Performance, Equity and Compensation Governance						
2-22 Statement on sustainable development strategy	2-22 a	Our Sustainability Ambition and Progress (p.18)	KPC's ESG Strategy						



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					REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 2: General Disclosures 2021	2-23 Policy commitments	2-23 a i	Ethical Standards (p.37)	Ethical Principles and Governance					
		2-23 a ii		Preventing and Addressing Negative Impacts					
		2-23 a iii		Preventing and Addressing Negative Impacts					
		2-23 a iv	Human Rights (p.80)	-					
		2-23 b		-					
		2-23 c	Ethical Standards (p.37)	Ethical Principles and Governance					
		2-23 d		Ethical Principles and Governance					
		2-23 e	Human Rights (p.80)	Group-wide Integration					
	2-23 f	Communication and Awareness							
	2-24 Embedding policy commitments	2-24 a i	Human Rights (p.80)	-					
		2-24 a ii	KPC's Strategic Framework (p.23)	-					
		2-24 a iii	Human Rights (p.80)	Group-wide Integration					
		2-24 a iv		Communication and Awareness					
	2-25 Processes to remediate negative impacts	2-25 (a,b,d,e)	Employee Engagement (p.58)	Grievance Mechanisms					
		2-25 c	Ethical Standards (p.37)	Ethical Principles and Governance					
	2-26 Mechanisms for seeking advice and raising concerns	2-26 a i	Employee Engagement (p.58)	Grievance Mechanisms					
		2-26 a ii	Ethical Standards (p.37)	Ethical Principles and Governance					
	2-27 Compliance with laws and regulations	2-27 (a-b)	Ethical Standards (p.37)	Preventing and Addressing Negative Impacts					
	2-28 Membership associations				2-28 a	Information unavailable/incomplete	Information available in selected sub-section, which outlines KPC's engagement in international energy and sustainability forums such as OPEC, Gulf Petrochemicals and Chemicals Association (GPCA), UN Global Compact, and CERAWEEK by S&P Global; however, the specific governance roles or financial contributions to these associations are not publicly disclosed in the current reporting period.		



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					REQUIREMENT(S) OMITTED	REASON	EXPLANATION			
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement				2-29 a i	Information unavailable/incomplete	Details on the organization's formal approach to stakeholder engagement, including stakeholder categories and identification processes, were not available during the reporting period. The organization intends to establish a structured stakeholder engagement framework and document its approach in future disclosures.			
		2-29 (a ii - a iii)	Materiality Assessment and Stakeholder Engagement (p.29)	-						
	2-30 Collective bargaining agreements	2-30 (a-b)	Employee Engagement (p.58)	Building a Culture of Engagement						
<b>Material Topics</b>										
GRI 3: Material Topics 2021	3-1 Process to determine material topics		Materiality Assessment and Stakeholder Engagement (p.29)	-	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.					
	3-2 List of material topics		Materiality Assessment and Stakeholder Engagement (p.29)	-						
<b>Addressing Climate Change</b>										
GRI 3: Material Topics 2021	3-3 Management of material topics		KPC's Strategic Framework (p.23)	-				11.1.1 11.3.1		
			Business Resilience (p.40)	-						
			Climate Action (p.59)	Climate Governance and Policy Framework Impacts Across Operations and the Value Chain Mitigation Measures and Corrective Actions						
			Performance Data (p.122)	-						
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	305-1 a	Performance Data (p.122)					11.1.5		
		305-1 b	Performance Data (p.122)	-	N2O, HFCs, PFCs, SF6 and NF3 in metric tons and metric tons of CO2 equivalent	Information unavailable/incomplete	Information on emissions of N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> and NF <sub>3</sub> , reported in metric tons and metric tons of CO <sub>2</sub> equivalent, was not available during the reporting period. KPC intends to enhance its GHG inventory to include these gases in future reporting cycles once measurement and verification processes are established.			
					305-1 c	Information unavailable/incomplete	Information on biogenic CO <sub>2</sub> emissions from the combustion or biodegradation of biomass in owned or controlled sources was not available during the reporting period. The organization will evaluate the relevance and availability of such data for inclusion in future GHG inventories.			



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					REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	305-1 d	Climate Action (p.59)	Climate Governance and Policy Framework				11.1.5	● ● ● ● ● ●
		305-1 (e-f)	Climate Action (p.59)	Climate Governance and Policy Framework					
		305-1 g	Water Stewardship (p.106)	Water Governance and Policy Framework					
	305-2 Energy indirect (Scope 2) GHG emissions	305-2 a	Performance Data (p.122)					11.1.6	● ● ● ● ● ● ●
					305-2 b	Information unavailable/incomplete	Information on the breakdown of gross location-based Scope 2 GHG emissions by CO <sub>2</sub> , CH <sub>4</sub> , and N <sub>2</sub> O, reported in both metric tons and metric tons of CO <sub>2</sub> equivalent, was unavailable during the reporting period.		
					305-2 c	Information unavailable/incomplete	Emission factors are provided by the Ministry of Electricity & Water & Renewable Energy. At this juncture, KPC does not have sufficient insight into the components that the emissions factor covers.		
		305-2 d	Climate Action (p.59)	Climate Governance and Policy Framework					
		305-2 e	Climate Action (p.59)	Climate Governance and Policy Framework					
		305-2 f	Operational Control						
		305-2 g	Climate Action (p.59)	Climate Governance and Policy Framework					
	305-3 Other indirect (Scope 3) GHG emissions				305-3 (a-g)	Information unavailable/incomplete	The company does not currently have an inventory of Scope 3 GHG emissions. Information on indirect emissions across the value chain is therefore unavailable at this stage	11.1.7	● ● ● ● ● ● ●
	305-4 GHG emissions intensity	305-4 a	Performance Data (p.122)					11.1.8	● ● ● ● ● ● ●
		305-4 b	Performance Data (p.122)						
		305-4 c	Performance Data (p.122)						
		305-4 d	Climate Action (p.59)	Climate Governance and Policy Framework					
	305-5 Reduction of GHG Emissions	305-5 a	Climate Action (p.59)	Mitigation Measures and Corrective Actions				11.2.3	● ● ● ● ● ● ●
		305-5 b	Climate Action (p.59)	Climate Governance and Policy Framework					
		305-5 c	Climate Action (p.59)	Climate Governance and Policy Framework					
		305-5 d	Climate Action (p.59)	Mitigation Measures and Corrective Actions					
		305-5 e	Climate Action (p.59)	Climate Governance and Policy Framework					



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					REQUIREMENT(S) OMITTED	REASON	EXPLANATION			
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances	305-6 (a-d)	Environmental Safety and Compliance (p.117)	Asset Integrity and Logistics				11.3.2	● ● ●	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	305-7 a	Environmental Safety and Compliance (p.117)	Asset Integrity and Logistics					● ● ● ●	
305-7 (b-c)		Climate Action (p.59)	Climate Governance and Policy Framework							
GRI 302: Energy 2016	302-1 Energy consumption and self-generation within the organization	302-1 (a-c,e)	Performance Data (p.122)					11.1.2	● ● ● ●	
					302-1 d	Not applicable	KPC does not sell energy			
		302-1 (f-g)	Climate Action (p.59)	Climate Governance and Policy Framework						
	302-2 Energy consumption outside of the organization				302-2 (a-c)	Information unavailable/incomplete	Upstream and downstream energy consumption has not been calculated or inventoried during the reporting period.	11.1.3	● ● ● ●	
	302-3 Energy intensity	302-3 (a-c)	Performance Data (p.122)						11.1.4	● ● ● ●
		302-3 d	Includes only the energy consumption within the organization							
	302-4 Reduction in energy consumption	302-4 (a-b)	Climate Action (p.59)	Mitigation Measures and Corrective Actions						● ● ● ●
					302-4 c	Not applicable	KPC currently reports total energy consumption and high-level efficiency indicators across upstream, midstream, and downstream operations, but does not apply a unified Group-wide baseline to quantify discrete "energy reduction" values. As such, reductions in energy consumption cannot be consistently isolated and reported against a defined base year or baseline as required under this disclosure.		● ● ● ●	
					302-4 d	Information unavailable/incomplete	Energy consumption reductions are based on rough estimates rather than accurate measurements. Detailed metering and monitoring systems are not yet in place, and the organization plans to improve data accuracy through enhanced measurement and verification processes in future reporting periods			
302-5 Reductions in energy requirements of products and services					302-5 (a-c)	Not applicable	As an oil and gas company, KPC's products are themselves sources of energy for end users. Therefore, reporting on the energy requirements of sold products is not applicable to the Group's operations.		● ● ● ●	



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					REQUIREMENT(S) OMITTED	REASON	EXPLANATION			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria				308-1 a	Information unavailable/incomplete	Information available in sub-section 4.4.2, which describes KPC's Vendor Qualification and Pre-Approval Process under the Central Agency for Public Tenders (CAPT) framework. The process integrates environmental, safety, and quality criteria for supplier registration and evaluation, in alignment with ISO 14001 and internal HSSE requirements. However, quantitative data on the percentage of suppliers screened using environmental criteria was not available for the current reporting period.		● ● ● ●	
	308-2 Negative environmental impacts in the supply chain and actions taken				308-2 a	Information unavailable/incomplete	Information available in sub-section 4.4.2, which confirms that environmental and HSSE criteria form part of KPC's supplier pre-qualification process; however, the exact percentage of new suppliers screened is not disclosed for the reporting period.		● ● ● ●	
		308-2 c	Waste Circularity (p.110)	Waste Management Across Our Operations				Information available in sub-section 4.4.3, which references environmental screening and HSSE audits of contractors; however, the number or coverage of suppliers assessed is not quantified.		● ● ● ●
					308-2 (d-e)	Information unavailable/incomplete	Information available in sub-section 4.4.3, which notes that corrective-action plans and periodic HSSE audits are used to address supplier non-compliance; however, percentages or termination figures are not reported.			
<b>Waste Management &amp; Circular Economy</b>										
GRI 3: Material Topics 2021	3-3 Management of material topics		Waste Circularity (p.110)	Waste Management Across Our Operations				11.5.1		
			Performance Data (p.122)	-	Waste Governance and Controls					
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	306-1 a	Waste Circularity (p.110)	Waste Management Across Our Operations				11.5.2	● ● ● ●	
	306-2 Management of significant waste-related impacts	306-2 a	Waste Circularity (p.110)	Waste Management Across Our Operations				11.5.3	● ● ● ●	
		306-2 (b-c)	Waste Circularity (p.110)	Waste Governance and Controls						
	306-3 Waste generated	306-3 a	Performance Data (p.122)	-				11.5.4	● ● ● ●	
		306-3 b	Waste Circularity (p.110)	Waste Governance and Controls						
	306-4 Waste diverted from disposal	306-4 (a-e)	Performance Data (p.122)					11.5.5	● ● ● ●	
306-5 Waste directed to disposal	306-5 (a-d)	Performance Data (p.122)					11.5.6	● ● ● ●		



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					REQUIREMENT(S) OMITTED	REASON	EXPLANATION		

**Water Management**

GRI 3: Material Topics 2021	3-3 Management of material topics		Water Stewardship (p.106)	Impacts of Water Use				11.6.1		
				Water Governance and Policy Framework						
				Preventive and Corrective Measures						
				Effectiveness of Measures						
			Performance Data (p.122)	-						
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	303-1 a	Water Stewardship (p.106)	Impacts of Water Use				11.6.2	● ● ● ●	
				Water Governance and Policy Framework						
				Preventive and Corrective Measures						
				Effectiveness of Measures						
			303-1 b	Water Stewardship (p.106)	Impacts of Water Use				11.6.2	● ● ● ●
			303-1 c		Water Governance and Policy Framework					
			303-1 d		Preventive and Corrective Measures					
			303-1 d		Effectiveness of Measures					
		303-2 Management of water discharge-related impacts	303-2 a i	Water Stewardship (p.106)	Effectiveness of Measures				11.6.3	● ● ● ●
	303-2 a ii		Water Governance and Policy Framework							
303-2 a iii	Effectiveness of Measures									
303-2 a iv	Impacts of Water Use									
	303-3 Water withdrawal	303-3 a	Performance Data (p.122)	-				11.6.4	● ● ● ●	
	303-4 Water discharge	303-4 a	Performance Data (p.122)	-				11.6.5	● ● ● ●	
	303-5 Water consumption	303-5 a	Performance Data (p.122)	-				11.6.6	● ● ● ●	

**Health & Safety**

GRI 3: Material Topics 2021	3-3 Management of material topics		Safety Leadership (p.44)	Embedding Safety into Operations				11.9.1	
			Safety Competency (p.69)	Occupational Health and Safety Systems					
				Reporting and Participation					
			Performance Data (p.122)	-					
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	403-1 (a-b)	Safety Leadership (p.44)	Embedding Safety into Operations				11.9.2	● ●



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					REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	403-2 (a-d)	Safety Leadership (p.44)	Embedding Safety into Operations				11.9.3	● ●
	403-3 Occupational health services	403-3 a	Safety Leadership (p.44)	Embedding Safety into Operations				11.9.4	● ●
	403-4 Worker participation, consultation, and communication on occupational health and safety	403-4 (a-b)	Safety Competency (p.69)	Reporting and Participation				11.9.5	● ● ●
	403-5 Worker training on occupational health and safety	403-5 a	Safety Competency (p.69)	Reporting and Participation				11.9.6	● ●
	403-6 Promotion of worker health	403-6 (a-b)	Safety Leadership (p.44)	Embedding Safety into Operations				11.9.7	● ●
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	403-7 a	Safety Leadership (p.44)	Embedding Safety into Operations				11.9.8	● ● ● ●
	403-8 Workers covered by an occupational health and safety management system	403-8 (a-c)	Safety Leadership (p.44)	Occupational Health and Safety Systems				11.9.9	● ●
	403-9 Work-related injuries	403-9 (a-d)	Safety Competency (p.69)	Occupational Health and Safety Systems				11.9.10	● ●
			Performance Data (p.122)	-					
	403-10 Work-related ill health	403-10 (a-e)	Safety Competency (p.69)	Occupational Health and Safety Systems				11.9.11	● ●
Performance Data (p.122)			-						
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories				416-1	Information unavailable/incomplete	KPC's fuels and energy products are managed under mandatory national and international safety and environmental standards, and the Group does not operate a separate product-category impact assessment system as defined by this disclosure.	11.3.3	● ● ●
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	416-2 (a-b)	There were no reported incidents of non-compliance related to the health and safety specifications of products and services.						● ● ●
<b>Employee Recruitment, Development, &amp; Retention</b>									
GRI 3: Material Topics 2021	3-3 Management of material topics		Workforce Profile (p.47)	Workforce Measurement and Reporting				11.7.1 11.10.1	
			Workplace Well-being (p.65)	Remuneration and Benefits					
			Performance Data (p.122)	-					
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	401-1 (a-b)	Performance Data (p.122)	-				11.10.2	● ● ●



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					REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	401-2 a	Workforce Profile (p.47)	Workforce Measurement and Reporting				11.10.3	● ● ●
	401-3 Parental leave	401-3 a	Workplace Well-being (p.65)	Remuneration and Benefits				11.10.4, 11.11.3	● ● ●
					401-3 (b-e)	Information unavailable/incomplete	Qualitative reference to maternity and paternity leave benefits provided, but no numerical data on uptake or retention rates were disclosed during the reporting period.		
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	402-1 a	Employee Engagement (p.58)	Building a Culture of Engagement				11.7.2, 11.10.5	● ● ●
					402-1b	Not applicable	KPC maintains formal channels for employee representation and grievance resolution but does not explicitly state the existence of collective bargaining agreements or minimum consultation clauses for the reporting period.		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	404-1 a	Talent Development (p.60)	Training and Upskilling				11.10.6, 11.11.4	● ● ●
			Performance Data (p.122)	-					
	404-2 Programs for upgrading employee skills and transition assistance programs	404-2 (a-b)	Talent Development (p.60)	Career Progression and Growth				11.7.3, 11.10.7	● ● ●
	404-3 Percentage of employees receiving regular performance and career development reviews	404-3 a	Talent Development (p.60)	Career Progression and Growth					● ● ●
			Performance Data (p.122)	-					
<b>Diversity &amp; Inclusion</b>									
GRI 3: Material Topics 2021	3-3 Management of material topics		Corporate Governance (p.32)	Board Competencies and Responsibilities				11.11.1	
			Workforce Profile (p.47)	Diversity and Inclusion					
			Performance Data (p.122)	-					
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	405-1 a	Corporate Governance (p.32)	Board Competencies and Responsibilities				11.11.5	● ● ●
			Performance Data (p.122)	-					
	405-2 Ratio of basic salary and remuneration of women to men	405-2 a	Workforce Profile (p.47)	Diversity and Inclusion				11.11.6	● ● ●
<b>Human Rights</b>									
GRI 3: Material Topics 2021	3-3 Management of material topics		Human Rights (p.80)	Group-wide Integration				11.12.1	
				Communication and Awareness					



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					REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	409-1a			409-1a	Information unavailable/incomplete	No quantitative supplier-screening data or regional risk analysis disclosed for the reporting period; qualitative controls exist via the Code of Ethics and supplier due diligence.	11.12.2	● ● ● ●
		409-1b	Human Rights (p.80)	Group-wide Integration Communication and Awareness					
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	408-1a			408-1a	Information unavailable/incomplete	No quantitative risk screening data or supplier country breakdown disclosed for the reporting period qualitative controls exist via Code of Ethics and supplier vetting.		● ● ● ●
		408-1b			408-1b	Information unavailable/incomplete	Supplier screening is conducted but no disclosure of geographical risk map or number of suppliers assessed.		
		408-1c	Human Rights (p.80)	-					
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	406-1a			406-1 a	Information unavailable/incomplete	No quantitative data or case statistics disclosed for the reporting period ; internal system exists but figures not yet consolidated Group-wide. However, in Governance and Ethical Conduct, KPC affirms a zero-tolerance policy toward discrimination, implemented through the Code of Conduct, whistleblowing channels, and anonymous grievance mechanisms.	11.11.7	● ● ● ●
		406-1b			406-1 b	Information unavailable/incomplete	Information available in sub-section 2.2.2, which details KPC's zero-tolerance policy toward discrimination, embedded in the Code of Conduct, Ethics Framework, and HR policies. KPC provides multiple confidential grievance channels for employees and contractors. During the reporting period, no incidents of discrimination were reported. However, detailed internal case data and remediation outcomes are not disclosed publicly to protect privacy and comply with Kuwait's civil employment laws.		
<b>Corporate Ethics</b>									
GRI 3: Material Topics 2021	3-3 Management of material topics		Ethical Standards (p.37)	Enhancing Ethical Culture				11.13.1 11.20.1	
				Anti-Corruption and Compliance					
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	407-1 a	Employee Engagement (p.58)	Building a Culture of Engagement				11.13.2	● ● ●



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					REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk				407-1 b	Not applicable	Information available in sub-section 3.2.1, which highlights KPC's approach to fostering employee dialogue and representation. KPC employees are represented through a formally recognized KPC Union, whose membership is limited to KPC staff. Freedom of association is therefore ensured internally. However, the GRI disclosure concerning "operations and suppliers" is not applicable, as supplier-level collective bargaining does not apply within KPC's operational framework. No risks to freedom of association or collective bargaining have been identified during the reporting period.	11.13.2	● ● ●
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	205-1 (a-b)	Ethical Standards (p.37)	Anti-Corruption and Compliance				11.20.2	●
	205-2 Communication and training about anti-corruption policies and procedures	205-2 (a-e)	Ethical Standards (p.37)	Enhancing Ethical Culture				11.20.3	● ●
	205-3 Confirmed incidents of corruption and actions taken	205-3 (a-d)	Ethical Standards (p.37)	Anti-Corruption and Compliance				11.20.4	●
<b>Socio-Economic Value Creation</b>									
GRI 3: Material Topics 2021	3-3 Management of material topics		Economic Contribution (p.83)	Indirect Economic Impacts				11.11.1 11.14.1 11.15.1	
			Local Procurement Development (p.87)	Scale of Local Spending and Economic Impact					
			Community Investment (p.88)	Social Investments and Contributions					
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	201-1 (a-b)	Economic Contribution (p.83)	Economic Value Generation and Distribution				11.14.2, 11.21.2	● ● ● ●
	201-2 Financial implications and other risks and opportunities due to climate change	201-2 a	Business Resilience (p.40)	Preventive Risk Management				11.2.2	● ● ● ●
	201-3 Defined benefit plan obligations and other retirement plans		Workplace Well-being (p.65)	Performance, Equity and Compensation Governance					● ●
	201-4 Financial assistance received from government				201-4 (a-c)	Not applicable	KPC is a wholly (100%) state-owned company under the Government of Kuwait, operating as a holding company for the national oil sector. The Corporation receives no direct financial assistance, grants, or subsidies from the government apart from the allocation of state-approved capital budgets. However, detailed monetary values or country breakdowns are not disclosed as the Corporation operates solely within Kuwait and under national ownership.	11.21.3	●
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	202-1 a	Workplace Well-being (p.65)	Performance, Equity and Compensation Governance					● ● ●
	202-2 Proportion of senior management hired from the local community	202-2 a	Workforce Profile (p.47)	Nationalization				11.11.2, 11.14.3	● ●



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					REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported				203-1 (a-c)	Not applicable	Information on significant infrastructure investments and services supported, including their extent, impacts on communities and local economies, and whether they are commercial, in-kind, or pro bono, was not available during the reporting period. The organization intends to enhance data collection and documentation processes to enable comprehensive disclosure of such activities in future reports.	11.14.4	●●●●
	203-2 Significant indirect economic impacts	203-2 (a-b)	Economic Contribution (p.83)	Indirect Economic Impacts				11.14.5	●●●●
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	204-1 (a-c)	Performance Data (p.122)	-				11.14.6	●●●●●
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs				413-1a	Information unavailable/incomplete	The report provides qualitative examples but does not specify the number or percentage of operations covered by community programs during the reporting period.	11.15.2	●●●●●
	413-2 Operations with significant actual and potential negative impacts on local communities				413-2a	Information unavailable/incomplete	No quantitative disclosure of impacted sites or severity of impacts; qualitative discussion available under "Protecting Our Environment" and "Social Responsibility" sections.	11.15.3	●●●●●
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria				414-1 a	Not applicable	KPC's "Responsible Procurement" was considered material and focuses primarily on environmental and local content criteria. Social supplier screening was not rated material in stakeholder interviews, reflecting limited exposure to high-risk labor markets	11.10.8 11.12.3	●●●●
	414-2 Negative social impacts in the supply chain and actions taken				414-2 (a-e)	Not applicable	KPC's supplier due diligence and HSE compliance processes address social and labor criteria indirectly; however, disaggregated data under GRI 414-2 are not compiled at Group level.	11.10.9	●●●●
<b>Systematic Risk Management</b>									
GRI 3: Material Topics 2021	3-3 Management of material topics		Business Resilience (p.40)	Preventive Risk Management				11.8.1	
GRI 306: Waste 2016	306-3 Significant Spills	306-3 (a-c)	No significant spills were recorded during the reporting period. Consequently, there are no reportable incidents related to spill locations, volumes, materials, or associated environmental impacts.					11.8.2	●●●●●
<b>Corporate Governance</b>									
GRI 3: Material Topics 2021	3-3 Management of material topics		Corporate Governance (p.32)	Governance Framework and Oversight				11.2.1	●
				KPC's Board Competencies and Responsibilities					
				Delegation of Responsibility and Risk Oversight					
				Governance Reporting					


**Topics in the applicable GRI Sector Standards determined as not material**

TOPIC	EXPLANATION
11.4 Biodiversity	Biodiversity was assessed as a secondary materiality topic, moderately relevant for KPC but not among the core material topics. KPC operates in state-allocated industrial zones away from protected or biodiversity-sensitive areas, and stakeholders mainly linked "protecting biodiversity" to oil spill prevention already covered under HSSE, so 11.4 is not treated as a standalone material topic under the GRI Sector Standard.
11.16 Land and resources rights	KPC's existing and planned facilities are located on state-allocated industrial land and do not involve land acquisition or project development that would trigger the physical or economic displacement of communities. Involuntary resettlement was not identified as a relevant impact pathway in the Group's risk or materiality assessments, and any land management or relocation processes remain under the remit of the State rather than KPC.
11.17 Rights of Indigenous people	KPC's operations are located exclusively on state-owned industrial land, under government concession. No land disputes, indigenous populations, or traditional land users are affected.
11.18 Conflicts and Security	Security services are primarily performed by government-authorized personnel under national law; direct KPC employees are not assigned to security functions.
11.19 Anti-competitive behaviour	KPC operates as a state-owned entity under national mandate for energy supply. No competitive market behavior or anti-trust exposure applies.
11.21 Payment to governments	KPC operates under Kuwait's national fiscal framework and is fully owned by the State of Kuwait. Tax obligations and contributions are embedded in state budget processes and not reported separately.
11.22 Public Policy	As a government-owned entity, KPC and its subsidiaries do not provide political contributions, donations, or similar support to political parties, candidates, or causes.



## E. List of Abbreviations

Abbreviation	Full Term	Abbreviation	Full Term	Abbreviation	Full Term
<b>AI</b>	Artificial Intelligence	<b>HR</b>	Human Resources	<b>MW</b>	Megawatt
<b>AIV</b>	Ahmad Innovation Valley	<b>ILO</b>	International Labour Organization	<b>NARs</b>	Non-Accident Releases
<b>ALARP</b>	As low as reasonably practicable	<b>IMF</b>	International Monetary Fund	<b>NOx</b>	Nitrogen Oxides
<b>ARDS</b>	Atmospheric Residue Desulfurization	<b>IPM</b>	Integrated Production Management	<b>ODS</b>	Ozone-Depleting Substances
<b>ATC</b>	Aramco Trading Company	<b>JSA</b>	Job Safety Analyses	<b>PDPs</b>	Personal Development Plans
<b>BACCH</b>	Bayt Abdullah Children's Hospice	<b>Mbpd</b>	Thousand Barrels per Day (capacity/production unit)	<b>PIC</b>	Petrochemical Industries Company
<b>BOE</b>	Barrel of oil Equivalent	<b>KEC</b>	Kuwaiti Export Crude	<b>PIFSS</b>	Public Institution for Social Security
<b>bpd</b>	Barrels per day	<b>KEPA</b>	Kuwait Environment Public Authority	<b>PM</b>	Particulate Matter
<b>CCUS</b>	Carbon Capture, Utilization and Storage	<b>KGOC</b>	Kuwait Gulf Oil Company	<b>POP</b>	Persistent Organic Pollutants
<b>CDU</b>	Crude Distillation Unit	<b>KIPIC</b>	Kuwait Integrated Petroleum Industries Company	<b>PZ</b>	Partitioned Zone
<b>CERAWeek</b>	Cambridge Energy Research Associates Week	<b>KISR</b>	Kuwait Institute for Scientific Research	<b>QPRs</b>	Quarterly Performance Report
<b>CO<sup>2</sup>e</b>	Carbon Dioxide Equivalent	<b>KJO</b>	Khafji Joint Operations	<b>SAF</b>	Sustainable Aviation Fuels
<b>CSR</b>	Corporate Social Responsibility	<b>KNDP</b>	Kuwait National Development Plan	<b>SMEs</b>	Small and medium-sized enterprises
<b>DEI</b>	Diversity, Equity and Inclusion	<b>KNPC</b>	Kuwait National Petroleum Company	<b>SOx</b>	Sulfur Oxides
<b>EPC</b>	Engineering, Procurement, and Construction	<b>KOC</b>	Kuwait Oil Company	<b>SPA</b>	Sale and Purchase Agreement
<b>ERM</b>	Enterprise Risk Management	<b>KOTC</b>	Kuwait Oil Tanker Company	<b>SROI</b>	Social Return on Investment
<b>ESG</b>	Environmental, Social, and Governance	<b>KPI/Q8</b>	Kuwait Petroleum International	<b>TRIR</b>	Total Recordable Incident Rate
<b>ESHIA</b>	Environmental and social impact assessments	<b>KPIJC</b>	Kuwait Petroleum International Japan Corporation	<b>UN</b>	United Nations
<b>ETS</b>	Energy Transition Strategy	<b>KPIs</b>	Key Performance Indicators	<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>EV</b>	Electric Vehicle	<b>KPM</b>	Key Performance Measures	<b>UNSDGs</b>	United Nations Sustainable Development Goals
<b>E-waste</b>	Electronic Waste	<b>KUFPEC</b>	Kuwait Foreign Petroleum Exploration Company	<b>USEPA</b>	U.S. Environmental Protection Agency
<b>GHG</b>	Greenhouse Gas	<b>LDAR</b>	Leak Detection and Repair	<b>VLCCs</b>	Very Large Crude Carriers
<b>GPCA</b>	Gulf Petrochemicals and Chemicals Association	<b>LPG</b>	Liquefied Petroleum Gas	<b>VOC</b>	Volatile Organic Compounds
<b>GSAS</b>	Global Sustainability Assessment System certification	<b>LTIFR</b>	Lost Time Injury Frequency Rate	<b>WJO</b>	Wafra Joint Operations
<b>HAP</b>	Hazardous Air Pollutants	<b>MARPOL</b>	International Convention for the Prevention of Pollution from Ships	<b>WRO</b>	World Robot Olympiad
<b>HAZOP</b>	Hazard and Operability Studies	<b>MOO</b>	Ministry of Oil	<b>ZLD</b>	Zero Liquid Discharge



## F. References

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وشركاتها  
**Kuwait Petroleum Corporation**  
and subsidiaries