NMDC ENERGY

SUSTAINABILITY REPORT 2025

ENERGY WITH PURPOSE.
PROGRESS WITH IMPACT.

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ABOUT THIS REPORT


SEP-550

ABOUT THIS REPORT

(GRI 2-1, GRI 2-2, GRI 2-3, GRI 2-4, GRI 2-5, G7, G8, G9)

Report Overview

This Sustainability Report provides an overview of NMDC Energy's progress and performance for 2025, highlighting the company's financial performance and sustainability initiatives. It demonstrates how responsible practices are integrated into our business model, aligning Environmental, Social, and Governance (ESG) priorities with our strategic objectives. The report offers stakeholders a clear and balanced view of our progress, reflecting both our financial results and our continued commitment to sustainable growth.

Reporting Scope and Boundary

The scope of data reporting includes financial and ESG data for NMDC Energy, otherwise referred to as "the Company". This report reflects NMDC Energy's practices as well as, where specified, practices of NMDC Group corporate functions that extend management support to all subsidiaries including NMDC Energy. ESG disclosures in this report focus on our primary operations within the United Arab Emirates (UAE). As such, all ESG Key Performance Indicators (KPIs) included in this report refer specifically to our UAE operations unless specified otherwise.

The reporting period covers 1 January to 31 December 2025, unless stated otherwise

Reporting Frameworks and Standards

This report has been developed following the International Integrated Reporting Framework (IIRF) and the corresponding Integrated Reporting principles. This report has also been developed in accordance with the Global Reporting Initiative (GRI) Standards and in alignment with the Abu Dhabi Securities Exchange (ADX) ESG disclosure metrics, the Sustainable Development Goals (SDGs), and Abu Dhabi Vision 2030. The International Accounting Standards Board (IASB) and the International Sustainability Standards Board (ISSB) under the International Financial Reporting Standards (IFRS) Foundation are incorporating the principles of the framework to support the alignment between the reporting required by the IASB and that required by the ISSB. This approach ensures that our stakeholders receive consistent, comparable, and holistic information on NMDC Energy's financial and non-financial activities. By adhering to these international and local standards and frameworks, we seek to ensure our disclosures are relevant, meaningful, and actionable.

Assurance

Our financial statements for the fiscal year 2025 have been independently audited by Deloitte & Touche – M.E., while the sustainability content has undergone internal control processes and reviews by the relevant departments to ensure accuracy and credibility.

Forward-Looking Statements

This report includes forward-looking statements relating to our strategy, expectations, and outlook. These statements inherently involve uncertainties, as they depend on various external factors that may affect the company's operating environment. NMDC Energy assumes no obligation to publicly revise or update any forward-looking statements during the upcoming fiscal year, except as required under applicable laws and regulations.

Communication and feedback

This report is developed through a collaborative effort involving internal stakeholders from across the company. We welcome constructive feedback and suggestions to help us continuously improve future editions of our integrated report.

KEY HIGHLIGHTS

SUSTAINABILITY HIGHLIGHTS

GOVERNANCE

AI platform
Introduced a Procurement & Supply Chain AI platform

Automated CRS saves
~6,000 man-hours per project while improving accuracy and efficiency.

Deployment of digital platforms
(NMDC GPT, AI-Powered Comment Resolution System, HSE Site Safety Analyzer)

Expanded the in-house AI ecosystem
to **more than 70** specialized agents including HSE AMAN 24/7 hazard-detection system & Yard Scan AI

SOCIAL

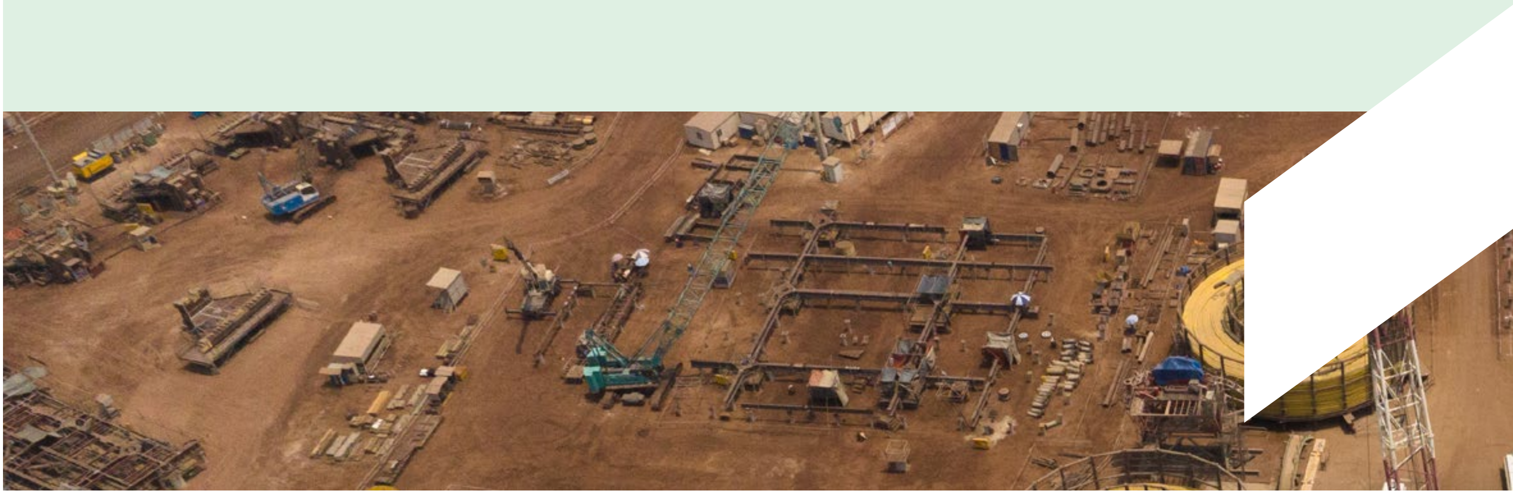
NO
incidents of discrimination for the past three years.

14%
Emiratization Rate

105.59 Million
Total Hours Worked

14 Projects
achieved the **million LTI-free manhours** milestone

Direct CSRR expenditure reached a record
AED 10,972,452



72% Decrease
in number of workdays lost due to injury

107,823
HSE training hours

67%
of our suppliers are local with **62%** of suppliers spend directed to them.

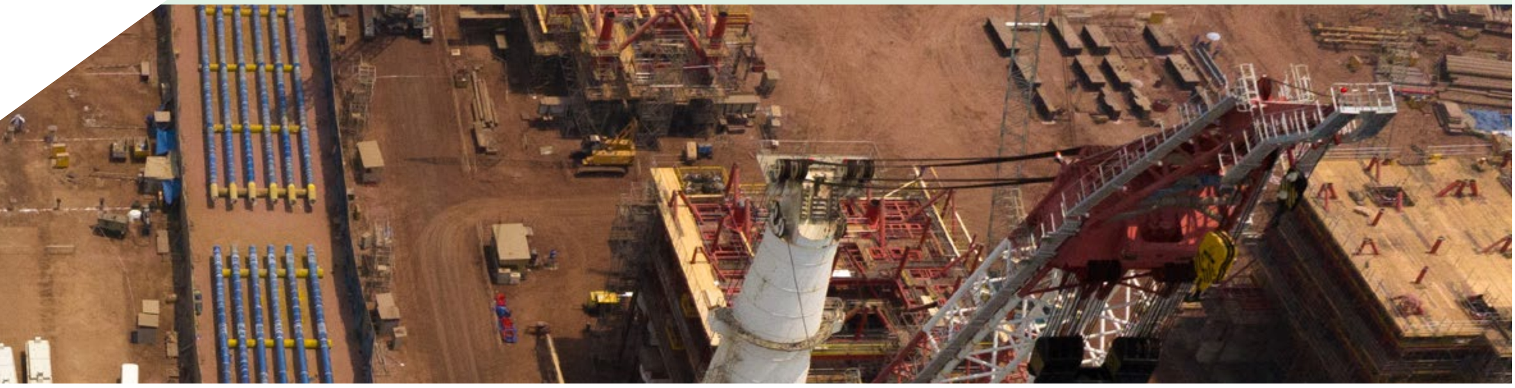
ENVIRONMENTAL

Maintained a clean record
with **no environmental fines or sanctions**

First EPC contractor
approved by Saudi Aramco to implement **abrasive recycling** across projects

Planted 40,000
mangrove saplings and **2,000** native trees

Deployed an AI tool
specification comparison tool, **saving ~1,000 man-hours** per project and reducing paper use



AWARDS
AND RECOGNITION

The awards and recognition received by NMDC Energy at Group and entity level collectively tell the story of an organisation that is not only building the world's energy infrastructure but is doing so with a profound commitment to its people, the planet, and a sustainable future.

Oil&Gas

Oil & Gas Middle East Awards 2025

EPC Contractor of the Year for the fourth consecutive year

Forbes Middle East

82

Forbes Middle East Top 100 Listed Companies 2025

Ranked #82

MEED
Middle East business intelligence

UAE Award

Energy Project of the Year

Oil&Gas

Oil & Gas Middle East Awards 2025

Yard Modernisation Company of the Year for the second consecutive year

NMDC Group was recognized under the "The Data-Driven Materiality and Transparency Program (Stakeholder-Centric Strategy)" award theme for its advanced, data-driven approach to materiality assessment, transparency, and stakeholder-focused sustainability strategy.

اصنع في الإمارات MAKE IT IN THE EMIRATES

"ICV Excellence Award" in the category of Semi-Governmental Manufacturers at **MIITE forum 2025**

ASIAN OIL & GAS AWARDS

"Digital Transformation Initiative of the Year - UAE" for its AI-Powered Site Safety Monitoring System at the **Asian Oil & Gas Awards 2025**

ASIAN OIL & GAS AWARDS

"The ESG Initiative of the Year - UAE" for its contributions to the Hail & Ghasha Development Project at the **Asian Oil & Gas Awards 2025**

ASIAN OIL & GAS AWARDS

"The Onshore Initiative of the Year - UAE" for its contributions to the Hail & Ghasha Development Project at the **Asian Oil & Gas Awards 2025**

Futurescaper

Sustainable Business of the Year in the Middle to NMDC Group at the inaugural Sustainability 2040 Awards.

Futurescaper

NMDC Energy was recognized for "**Decarbonization and Operational Excellence: A Strategic Approach**".

غرفة أبوظبي ABU DHABI CHAMBER

Gold Sustainability Label awarded to NMDC Group and NMDC Energy by the Abu Dhabi Chamber of Commerce and Industry.

IPLOCA

IPLOCA Award was received by NMDC Energy for the AI Powered Site Safety Monitoring System in the "New Technology Category

MESSAGE FROM THE CHAIRMAN

I am pleased to present NMDC Energy's 2025 Sustainability Report, a reflection of our progress as a listed company. This year represents a period of focus and purposeful progress as we continue building a stronger, more agile and more competitive energy champion in the region.

The momentum created in 2024 set the stage for disciplined expansion in 2025. Investor confidence following the IPO has allowed us to push forward with strategic initiatives that strengthen our technical capabilities, deepen client partnerships and position us for the long-term evolution of the global energy landscape.

Throughout 2025, NMDC Energy continued to deliver on major projects across the UAE, KSA, Kuwait, India and Taiwan, while selectively pursuing new opportunities in emerging markets. Among these strategic projects are the Tung-Hsiao Power Plant project in Taiwan, the state-of-the-art fabrication yard in Ras AlKhair Special Economic Zone in Saudi Arabia, and the MoU with Shanghai Hilong Shine New Materials Co. Ltd. to explore potential collaboration in high-end industrial coatings and advanced materials with possibility to establish joint venture operations in the UAE and Saudi Arabia. Our diversified project pipeline reflects not only our competitive strengths in offshore and onshore EPC but also our ability to respond to shifting industry demands.

A key priority this year was advancing our focus on future-ready energy solutions. The global industry is undergoing a profound transformation driven by decarbonisation, digitalisation and localisation, and NMDC Energy is aligning itself to play a meaningful role in this transition. We continued exploring opportunities in offshore wind, module fabrication, energy transition infrastructure and decommissioning to expand our service offering. In 2025, we achieved significant milestones in operational sustainability, including electrifying yard operations with gantry cranes and battery-powered equipment, deploying automation technologies to enhance efficiency and precision, and expanding solar-power capacity within our facilities.

Our sustainability efforts remained closely aligned with national ambitions. In support of the UAE's climate objectives and Abu Dhabi National Oil Company's (ADNOC's) targets to reduce emissions intensity and achieve operational net zero, NMDC Energy strengthened internal processes, enhanced data systems and advanced initiatives to reduce operational footprint. In 2025, we deepened our climate commitment by achieving full greenhouse gas coverage across our operations, reducing emissions through the successful deployment of a Vapor Recovery Unit (VRU), and sustaining our leadership position under Abu Dhabi's Energy Tariff Incentive Program. We remain committed to playing our part in building a low-carbon future while maintaining the reliability and efficiency required of the sector.

Technology and innovation were also defining themes this year. We continued to scale digital applications, real-time data solutions and AI-enabled tools across our operations. These efforts are enhancing project predictability, improving safety performance and delivering measurable efficiency gains. In 2025, we advanced our innovation and digital transformation agenda, strengthening our intellectual capital as a key driver of growth and sustainability. Through AI-powered systems, connected technologies, and employee-led innovation, we enhanced efficiency, agility, and operational foresight. Our partnerships with leading technology organisations continue to unlock new opportunities for value creation and operational improvement.

As a company with deep roots in the UAE's energy sector, we remain committed to contributing to national economic development. This includes strengthening local supply chains, supporting SMEs, developing local talent and expanding opportunities across the value chain.

I would like to extend my sincere appreciation to our employees, whose skill and dedication remain the cornerstone of our success. I also thank our clients, partners and shareholders for their trust and support as we continue to strengthen NMDC Energy's foundation for long-term, sustainable growth.

Looking ahead, our focus remains clear: deliver excellence on every project, expand into future-focused market segments and maintain a strong, stable financial position. With the capabilities we have built and the opportunities ahead of us, NMDC Energy is well positioned to continue its evolution into a global, future-focused leader in the EPC industry.

MOHAMED HAMAD ALMEHAIRI
Chairman

FOREWORD FROM THE CEO

I am pleased to present NMDC Energy's 2025 Sustainability Report, which reflects another year of disciplined execution, strategic progress and focused growth as we strengthen our position in a rapidly evolving global energy landscape. Throughout the year, we continued to enhance our capabilities, elevate our operational performance and respond to the changing expectations of our investors, clients, employees and communities.

Following the milestone listing on the Abu Dhabi Securities Exchange in 2024, 2025 marked our first full year operating as a publicly traded company NMDC Energy achieved a significant milestone in early 2025 with its successful inclusion in both the MSCI Emerging Markets Small Cap Index and the MSCI UAE Small Cap Index, following its ADX listing in September 2024. This recognition strengthened the company's market visibility and resulted in increased passive investment inflows during the first quarter of 2025. The confidence shown by our shareholders continues to reinforce our commitment to transparent reporting, sustainable performance and long term value creation.

Financially, NMDC Energy delivered another strong set of results. These outcomes highlight the strength of our business model and our ability to execute complex Engineering, Procurement and Construction projects across multiple geographies and market cycles.

Operationally, we continued to win and deliver major contracts across our core markets, including a AED9.7 billion local project to provide off-shore EPC work, and the extension of the long-term 3-years agreement with Aramco. Our project pipeline remains robust and diversified, building on our deep presence in the UAE and the wider Gulf region while expanding our role in global energy transition markets. Opportunities in offshore wind, LNG, module fabrication and strategic infrastructure continue to grow in importance and we are positioning NMDC Energy to be a competitive and reliable partner in these segments.

Geographical expansion remained a key priority. In 2025, we advanced opportunities in Southeast Asia, India and Europe, regions where demand for energy transition infrastructure and offshore capabilities is increasing. NMDC Energy secured a USD 1.136 billion Taipower contract to design, construct, and install subsea gas pipelines for the Tung-Hsiao Power Plant renewal project, further expanding its presence in Taiwan and supporting regional energy transition efforts. At the same time, we continued to reinforce our long standing operations in the UAE, KSA and Kuwait, where strong upstream spending and national investment programmes present substantial opportunities for growth.

Sustainability remained central to our strategy. In alignment with NMDC Group's sustainability framework, NMDC Energy continued implementing initiatives across the five pillars of environmentally conscious operations, energy transition enablement, community and stakeholder engagement, health and safety ownership and transparency and accountability. In 2025, we made tangible progress in reducing our environmental footprint and advancing the energy transition. Key achievements included the implementation of a VRU to eliminate routine flaring, measurable CO_2 and H_2S reductions across offshore operations, and continued electrification of yard equipment to replace fuel-driven machinery. We also expanded solar energy use and improved waste and water management practices across our sites. We also enhanced the accuracy of our emissions reporting by updating our Greenhouse Gas inventory, enabling clearer baselines and more robust targets across Scope 1, Scope 2 and relevant Scope 3 categories.

Our commitment to innovation and operational excellence continued to expand. In 2025, we scaled digital tools, advanced analytics and Artificial Intelligence (AI) driven solutions that are improving project predictability, enhancing safety performance and reducing environmental impact. In 2025, we accelerated automation across our fabrication yards, introducing advanced CNC cutting and welding robots, digital monitoring systems, and predictive maintenance tools that enhanced precision, reduced material waste, and optimised energy use. We also advanced our Connected Worker and Equipment Tracking systems, strengthening safety and efficiency through real-time data and AI-driven insights. These efforts support our ambition to lead the sector in efficiency, reliability and sustainable project delivery.

We also progressed several initiatives that directly reduce environmental footprint, including renewable energy pilots on project sites, increased electrification of facilities and nature based solutions that build on the recognition received for our mangrove initiatives in 2024. In 2025, we implemented a comprehensive Hazardous Waste Recycling Programme, expanded ambient air, water, and noise quality monitoring, and launched new biodiversity measures such as osprey nesting poles and turtle habitat protection. Together, these initiatives reflect our continued commitment to advancing environmental stewardship and supporting the UAE's sustainability vision.

With more than fifty years of experience, NMDC Energy continues to evolve while remaining anchored in its core strengths. The synergies within NMDC Group and the strong foundation created following the IPO are enabling us to expand into new sectors and geographies while maintaining excellence across our traditional markets.

I extend my sincere appreciation to our employees whose dedication and expertise enable NMDC Energy to deliver on its commitments. I also thank our clients, partners and shareholders for their continued trust as we pursue a future defined by sustainable growth, operational excellence and strategic ambition.

ENG. AHMED AL DHAHERI
Chief Executive Officer

OUR BUSINESS & PRESENCE AT A GLANCE


2000 دلما
DELMA 2000

OUR BUSINESS
& PRESENCE AT A GLANCE

(GRI 2-1, GRI 2-6, GRI 2-7, GRI 2-8, GRI 2-28)

About NMDC Energy

Founded in 1973, NMDC Energy (formerly National Petroleum Construction Company) has grown into a leading provider of Engineering, Procurement, and Construction (EPC) solutions for both onshore and offshore oil and gas sectors. Over the years, the company has expanded its capabilities, beginning with the establishment of a large fabrication yard and the launch of offshore operations in 1978, followed by the formation of an onshore construction division in 1986.

NMDC Energy went on to secure major contracts and deliver landmark projects, demonstrating a consistent commitment to operational excellence and industry leadership. In 2021, the company merged with NMDC Group, creating one of the leading integrated oil and gas and marine EPC service providers with a strong presence across the MENA region and South Asia. This merger further reinforced NMDC Energy's position as a key player in delivering complex projects across the UAE and globally. The company continues to advance its role in the energy transition through renewable energy and infrastructure projects, as well as strategic collaborations with regional and international partners.

NMDC Energy's strong capabilities are supported by a workforce of more than 21,000 employees and a modern fleet of 20 vessels equipped with state-of-the-art technology. These advanced assets enable the company to operate efficiently in both shallow and deepwater environments, meeting the complex requirements of its clients. Among the fleet, the DLS 4200 stands out with its 10-point mooring system and powerful derrick crane, capable of lifting structures of up to 4,200 tons and laying subsea pipelines for large-scale offshore operations.

NMDC Energy's engineering division includes skilled professionals based in Abu Dhabi, Mumbai, and Hyderabad. These teams deliver innovative onshore and offshore engineering solutions, utilizing advanced design software to ensure precision and quality in every project. The company's procurement activities are supported by a global network of offices, expeditors, and inspectors, ensuring the timely and efficient delivery of materials and services. This integrated approach enables seamless project execution across all phases, from design to completion.

Spanning 2.1 million square meters of fabrication yards, NMDC Energy's specialized teams manage all electrical, instrumentation, and commissioning activities, delivering high-quality fabrication services for oil and gas production and processing facilities, including the manufacturing of certified pressure vessels. In the UAE, the company operates three construction yards covering a combined area of 1.5 million m². Additionally, a newly established yard in the Kingdom of Saudi Arabia (KSA) spanning 400,000 m², along with an offshore support base, further enhances NMDC Energy's regional operational capacity.

NMDC Energy provides comprehensive EPC solutions across both onshore and offshore sectors. Its onshore expertise covers major greenfield and brownfield projects, including process facilities, pipelines, tank farms, and storage spheres, consistently delivering complex infrastructure on schedule and within budget. Offshore, the company offers a full range of EPC services for greenfield and brownfield developments, encompassing transportation, installation, pipe laying, topsides, jackets, bridge installations, and pre-commissioning and commissioning activities.

NMDC Energy also provides comprehensive project management services, ensuring the delivery of high-quality, cost-effective, and on-schedule outcomes across both onshore and offshore construction projects. The company's proven ability to execute complex and fast-track projects in challenging environments, while maintaining a single point of accountability, reinforces its strong reputation and leadership within the industry.

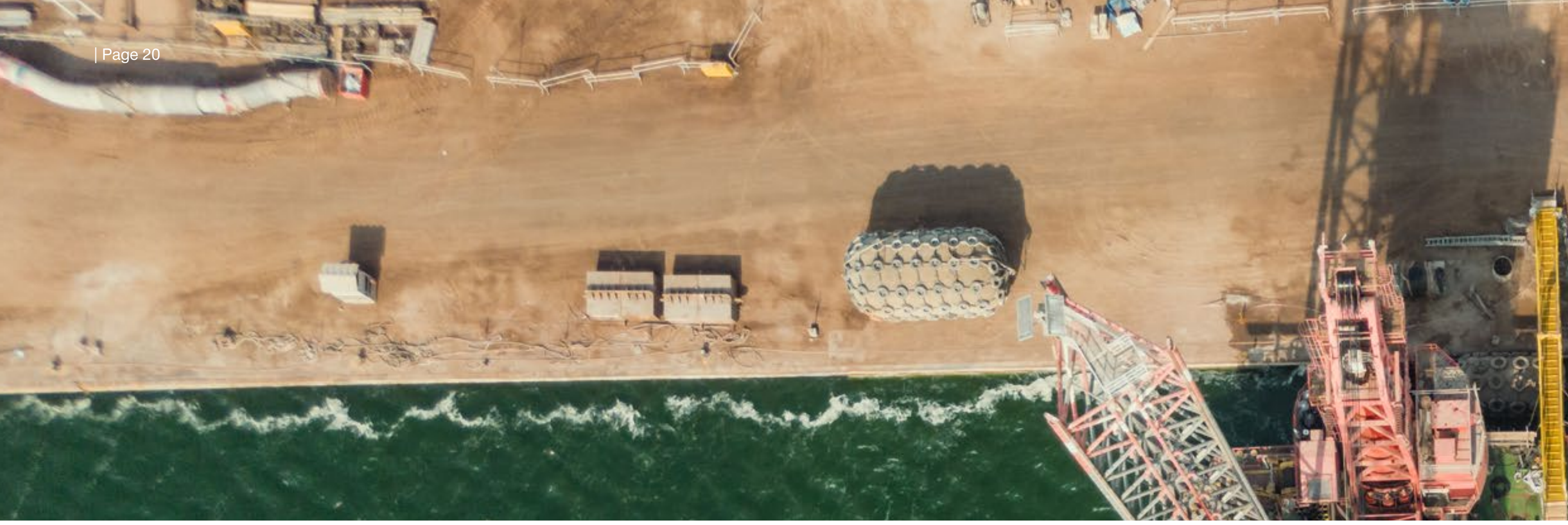
By leveraging cutting-edge technologies, employing a highly skilled workforce, and fostering strategic partnerships, NMDC Energy continues to drive innovation and set new industry benchmarks for quality, safety, and performance. Building on a strong track record spanning more than five decades, the company continues to invest in advanced technologies, including state-of-the-art fabrication facilities and specialized equipment for sour gas projects and pipeline coatings, enhancing its ability to execute complex EPC projects and adapt to the industry's evolving needs.

NMDC Energy's dominance in the regional energy sector was cemented by the Oil & Gas Middle East Awards 2025, where it secured two of the most coveted titles:

- **EPC Contractor of the Year (2022-2025):** This award honors NMDC Energy for its unprecedented four-year streak of excellence. By managing multi-billion-dollar projects like the $1.136 billion subsea gas pipeline in Taiwan and major offshore works for ADNOC and Saudi Aramco, the company has proven its ability to deliver complex, large-scale infrastructure with precision.

- **Yard Modernisation Company of the Year (2024-2025):** Recognizing the transformation of the Mussafah Fabrication Yard (MFY) and ICAD4, this award highlights NMDC's investment in AI-driven monitoring, 3D printing, and automated fabrication. The modernisation has increased capacity to manage over 2,000,000 m² of fabrication space, setting a new benchmark for industrial efficiency in the Middle East.

The year 2025 has been a historic milestone for NMDC Group and NMDC Energy, as the organisation swept major industry honors that validate its status as a global powerhouse in EPC, and sustainable energy. These recognitions reflect a strategic transition from a traditional contractor to a forward-thinking, technology-driven leader in the global energy transition.



OUR BUSINESS PRINCIPLES

Our Mission

We leverage the talent and experience of our people and provide opportunities to build successful and rewarding careers.

We serve our clients through delivering EPC solutions and beyond, that are environmentally conscious, safe and cost efficient.

We generate exceptional returns for our shareholders.

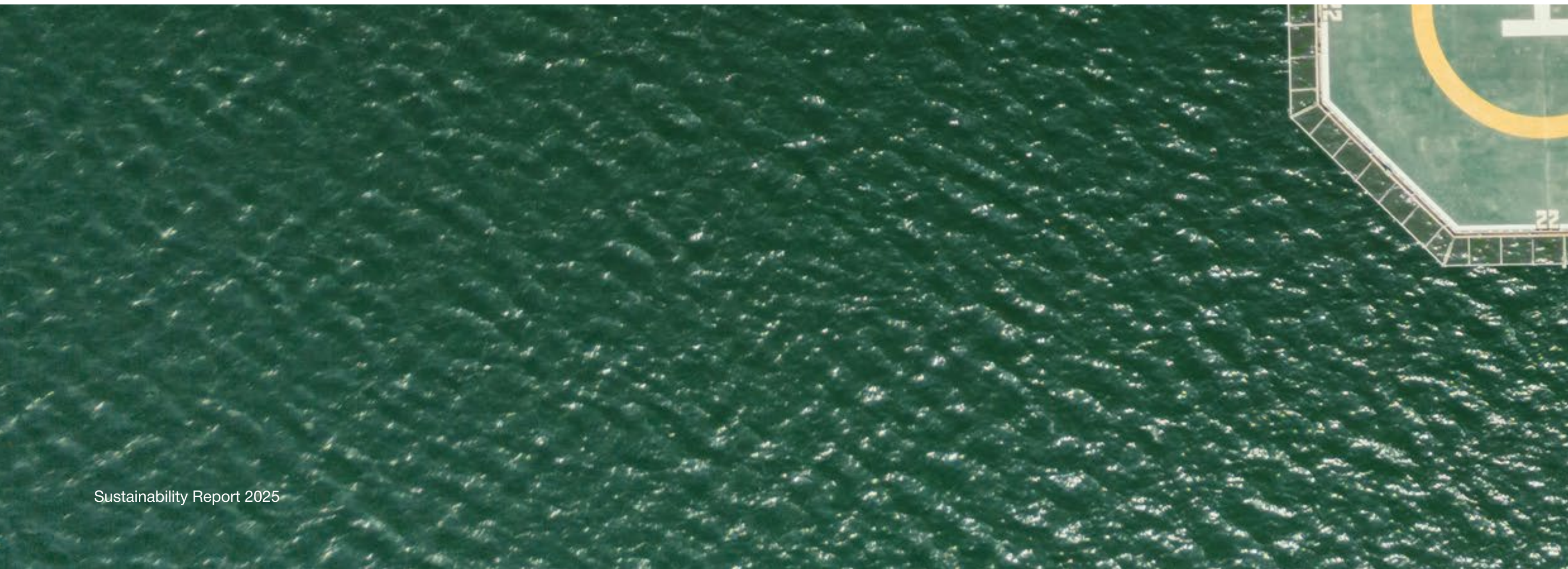
Our Vision

To deliver innovative solutions shaping the future

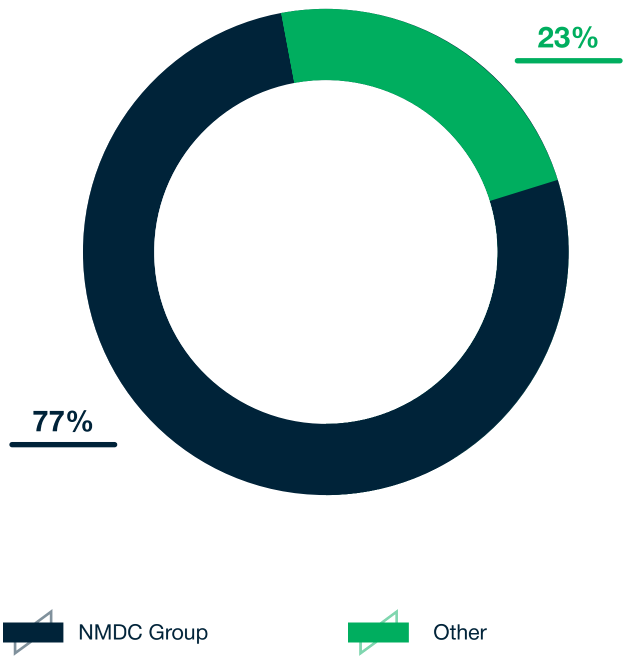
Our Values

NMDC Energy endeavors to reflect the aspirations and culture of the Group in everything we do. We understand our responsibilities as one of the region's leading EPC companies, and are committed to operating according to our core values:

- KNOWLEDGE
- ACCOUNTABILITY
- MORALITY
- ALLIANCE
- LEADERSHIP



OUR OWNERSHIP STRUCTURE



Our Global Footprint

NMDC Energy's global footprint reflects the company's strategic growth and operational presence across key energy markets worldwide. The company has established a strong position in the Middle East, with active operations in the UAE, KSA, Kuwait, India, and Taiwan. At the same time, NMDC Energy continues to explore emerging markets and new geographies to expand its reach—focusing not only on project execution but also on forming strategic partnerships that strengthen energy solutions across diverse regions.

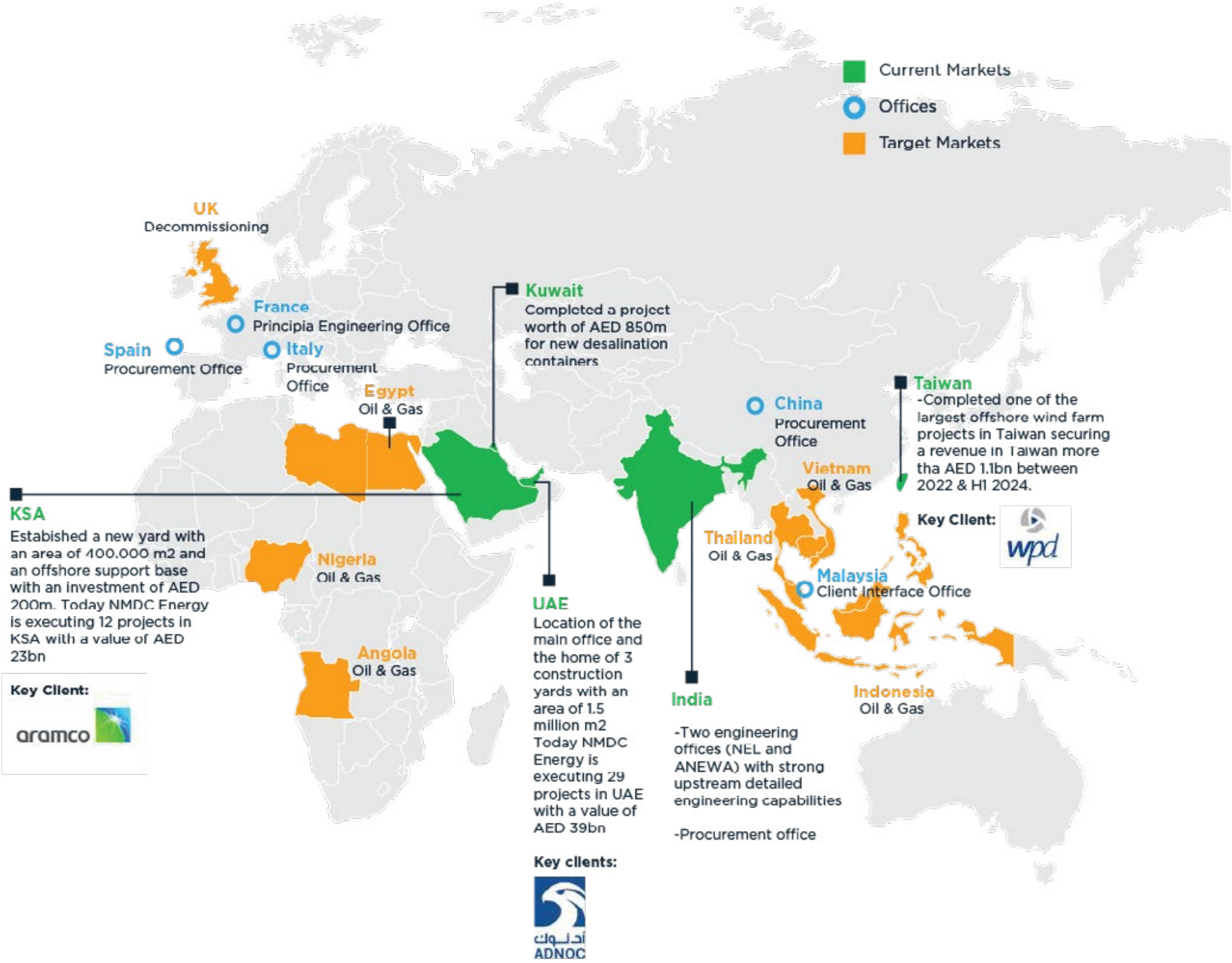
In Europe, NMDC Energy's engineering capabilities are supported by the Principia Engineering Office in France, along with procurement offices in Spain and Italy that ensure efficient sourcing and project delivery. The company also operates procurement and client interface offices in China and Malaysia, further reinforcing its integrated and seamless project execution.

This global footprint underscores both NMDC Energy's established market presence and its ambitions for future growth, reflecting the company's commitment to strengthening its role as a leading player in the global energy landscape.

Fleet

NMDC Energy operates a fleet of 20 vessels and support equipment including Floating Construction Vessels, Jack-up Barges, and Tugs & Transportation Cargo Barges:

TOTAL OF 20 VESSELS
Floating Construction Vessels
Jack-up Barges
Tugs & Transportation Cargo Barges


Current Markets
Offices
Target Markets
UK
Decommissioning
France
Principia Engineering Office
Spain
Procurement Office
Italy
Procurement
Office
Egypt
Oil & Gas
Kuwait
Completed a project worth of AED 850m for new desalination containers
KSA
Estabished a new yard with an area of 400.000 m2 and an offshore support base with an investment of AED 200m. Today NMDC Energy is executing 12 projects in KSA with a value of AED 23bn
Key Client:
aramco
Nigeria
Oil & Gas
Angola
Oil & Gas
UAE
Location of the main office and the home of 3 construction yards with an area of 1.5 million m2 Today NMDC Energy is executing 29 projects in UAE with a value of AED 39bn
Key clients:
ADNOC
China
Procurement
Office
Taiwan
-Completed one of the largest offshore wind farm projects in Taiwan securing a revenue in Taiwan more tha AED 1.1bn between 2022 & H1 2024.
Key Client:
wpd
Vietnam
Oil & Gas
Thailand
Oil & Gas
Malaysia
Client Interface Office
Indonesia
Oil & Gas
India
-Two engineering offices (NEL and ANEWA) with strong upstream detailed engineering capabilities
-Procurement office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PROJ-2369 NNGL RP-2
HAZCHEM SAFETY
Protect The Environment

Primary 2025 Clients NMDC

NMDC Energy maintains a portfolio of clients featuring prominent national and international energy companies:

OUR PATH
TO VALUE CREATION


2000 دلما
DELMA 2000

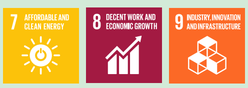
OUR PATH TO VALUE CREATION

(GRI 2-2)

MATERIAL TOPICS: Corporate Behavior and Governance

Our Value Creation Model

Capital Name	FINANCIAL CAPITAL	HUMAN CAPITAL	SOCIAL & RELATIONSHIP CAPITAL	BUSINESS MODEL
Input	• Company assets reached 20.40 billion	•A working environment based on a shared commitment to safety, wellbeing, human rights, mutual respect, and collective development. • A workforce of over 21,125 employees* • A total of 42,780 training hours conducted • DEI and Human Rights policies * This figure reflects all NMDC Energy employees across all countries of operations	• Strong presence in industry and community events to promote collaboration and socioeconomic development • Increased attention to supply chain sustainability practices	**OUR VISION** Deliver innovative solutions shaping the future **OUR MISSION** We leverage the talent and experience of our people and provide opportunities to build successful and rewarding careers. We serve our clients through delivering EPC solutions and beyond, that are environmentally conscious, safe and cost efficient. We generate exceptional returns for our shareholders. **VALUES** KNOWLEDGE MORALITY ACCOUNTABILITY ALLIANCE LEADERSHIP
Output and Outcome	• Revenue: AED 18.7 billion • Net Profits: AED 1.60 billion • Earnings Per Share: AED 0.32	• Women employee hiring rate: 24.15% • Emiratisation Rate: 14.20% • HSE training hours: 107,823 • British Safety Council and Royal Society for Prevention of Accidents (ROSPA) recognition	• 100% of suppliers screened in accordance with NMDC Energy's Business Partner Code of Conduct	
Relevant SDGs	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES	8 DECENT WORK AND ECONOMIC GROWTH 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	

	INTELLECTUAL CAPITAL	NATURAL CAPITAL
SUSTAINABILITY STRATEGY **Statement:** Driven by our vision, mission, and values, NMDC Group is committed to facilitating the energy transition, prioritizing safety and social responsibility and ensuring responsible business practices, supported by AI.	• Employee and institutional empowerment with a strategic focus on digitisation, clean technology and innovation, and adaptive learning	•Increased focus on leveraging company expertise to contribute to climate efforts and clean energy transition • Operational GHG emissions and energy management under the spotlight • Continued efforts to preserve biodiversity and optimize resource use
PILLARS Environmentally Conscious Operations Energy Transition Enablement Community & Stakeholder Engagement Health & Safety Ownership Transparency and Accountability	• In-house development of Connected Worker and Equipment Performance Tracking system to support safety and efficiency in yard operations • Demonstrated success of in-house developed Energy Management Plan to be scaled across NMDC Group	• Expansion plans into renewable energy and offshore wind projects • Zero environmental incidents
		

Our Strategy

NMDC Energy's strategy builds upon the broader vision of NMDC Group while being specifically tailored to address the evolving dynamics of the energy sector. As a core subsidiary, NMDC Energy leverages the Group's foundational strengths in People, Processes, Systems, Assets, and Culture to align its operations with Group-wide objectives while advancing its own sector-focused priorities. By pursuing opportunities across both traditional and renewable energy domains, NMDC Energy is charting a forward-looking path centered on innovation, and targeted growth.

Strategic Focus and Ambition

NMDC Energy seeks to position itself as a dynamic leader in the energy sector by pursuing opportunities that address immediate market needs while anticipating long-term industry trends. The company's strategic direction is built around two core pillars: **Geographical Market Expansion** and **Capability Expansion**.

GEOGRAPHICAL MARKET EXPANSION

NMDC Energy is actively expanding its geographic presence. This expansion goes beyond establishing an operational footprint, it emphasizes building strategic partnerships, developing local expertise, and delivering comprehensive EPC services tailored to regional requirements. The company's growth is fueled by increasing demand for energy infrastructure, particularly in regions focused on enhancing energy security, achieving self-sufficiency, and integrating renewable energy into national power grids.

NMDC Energy continues to leverage its established presence markets like the KSA, where NMDC Energy has invested in a new yard and offshore support base, executing 12 major projects with key clients. NMDC Energy continues to build on its capabilities in India with two engineering offices and has completed significant desalination projects in Kuwait. The company has also undertaken major offshore wind project in Taiwan, generating substantial revenues, and is also targeting opportunities in other geographies in Southeast Asia, including Vietnam, Thailand, and Indonesia. Additionally, NMDC Energy is pursuing oil and gas opportunities in Angola, Nigeria, and Libya and decommissioning projects in the United Kingdom (UK).

NMDC Energy's market expansion strategy focuses on building strong alliances with regional governments and industry players, enabling the company to strengthen its presence in strategic markets and position itself as a key partner in delivering sustainable and integrated energy solutions.

CAPABILITY EXPANSION

Alongside geographic expansion, NMDC Energy is strengthening its vertical capabilities to meet the evolving needs of the global energy landscape. The company is expanding its presence in core energy transition markets by developing expertise in offshore wind, solar energy integration, and energy storage solutions. Through its joint venture with Technip under NT Energies, NMDC Energy is enhancing its role in energy transition, carbon capture, and clean energy projects, facilitating entry into new markets and enabling the delivery of innovative solutions for future energy demands. Furthermore, NMDC Energy is investing in specialized services such as decommissioning, advanced offshore operations, and expanded fabrication capabilities. These initiatives are supported by the adoption of digital tools, including AI-driven project planning and predictive maintenance systems, which enhance efficiency, strengthen safety, and maximize value across both traditional and renewable energy sectors.

NMDC Energy & Hilong Sign an MoU

NMDC Energy signed an MoU with Shanghai Hilong Shine New Materials Co. Ltd. during the Make it in the Emirates Forum to explore collaboration in high-end industrial coatings and advanced materials. The parties will assess the potential for establishing joint ventures to operate in both the UAE and Saudi Arabia, supporting regional growth in specialized manufacturing and corrosion-protection solutions.

FOSTERING A CULTURE OF INNOVATION AND COLLABORATION

NMDC Energy is fostering a culture of agility and innovation that will drive the company to achieve its strategic goals and ambitions of vertical and geographical expansion.

- **Strategic Collaborations and Local Partnerships:** NMDC Energy actively pursues partnerships that align with its strategic objectives and long-term growth vision. Collaborations with local governments, technology providers, and industry peers play a key role in advancing sustainable energy development, strengthening infrastructure resilience, and enhancing regional energy security. A notable example is the joint venture with Technip through NT Energies, which has significantly expanded NMDC Energy's technical capabilities and market reach. By combining Technip's global expertise with NMDC Energy's operational strengths, NT Energies is well-positioned to capture emerging opportunities and meet the growing demand for renewable energy projects and energy transition initiatives. Such partnerships are particularly critical when entering new markets, where a deep understanding of regulatory frameworks and the establishment of trust-based relationships are essential for long-term success.
- **Empowering Talent for Tomorrow's Challenges:** NMDC Energy's talent strategy is designed to equip its workforce with the skills and adaptability needed to meet the evolving demands of both traditional energy projects and renewable initiatives. The company continues to invest in comprehensive training, health and safety programs, and leadership development to foster a motivated and future-ready team. Through its Innovation Campaign program, NMDC Energy actively encourages employees to propose creative and practical solutions to operational challenges. The program provides a structured framework for evaluating, piloting, and potentially implementing these ideas across the organisation, cultivating a culture of innovation, continuous improvement, and proactive problem-solving.
- **Leveraging Technology for a Competitive Edge:** NMDC Energy is dedicated to achieving operational excellence by leveraging digital tools that enhance project execution and optimize asset utilisation. Investments in AI and machine learning technologies strengthen decision-making, enable predictive maintenance, and improve process efficiency. Additionally, the implementation of an integrated Enterprise Resource Planning (ERP) system enhances cross-functional visibility and coordination, enabling NMDC Energy to respond swiftly and effectively to changing market conditions.

POSITIONING FOR THE FUTURE

Looking ahead, NMDC Energy's strategy focuses on balanced growth and strategic diversification into clean energy. The company remains committed to pursuing opportunities that support the global energy transition, strengthen energy security, and accelerate clean energy adoption. Landmark projects, such as the UAE's first green hydrogen facility and an offshore wind farm in Taiwan, exemplify this commitment. NMDC Energy's initiatives are closely aligned with the broader NMDC Group Sustainability Strategy, ensuring that ESG principles are fully integrated across its operations. This includes embedding sustainability considerations into decision-making processes to manage environmental impacts, enhance operational resilience, and proactively address climate-related risks.

By maintaining a balanced approach that combines its traditional strengths with emerging opportunities, NMDC Energy aims to remain at the forefront of the evolving global energy sector. This forward-looking strategy ensures the company continues to be a trusted partner, delivering high-impact energy solutions while advancing its commitment to climate action, innovation, and market leadership as integral components of its broader business and sustainability objectives.

Strategic Risk and Opportunity Management

In 2025, NMDC Energy continued to refine its project governance through a rigorous Risk and Opportunity (R&O) Management framework, ensuring that operational excellence is matched by financial resilience. Our project portfolio demonstrated a strong overall performance, achieving an average Total Score of 89.38% in the Project Opportunity Index Status.

OPERATIONAL RIGOR AND LEADERSHIP ENGAGEMENT

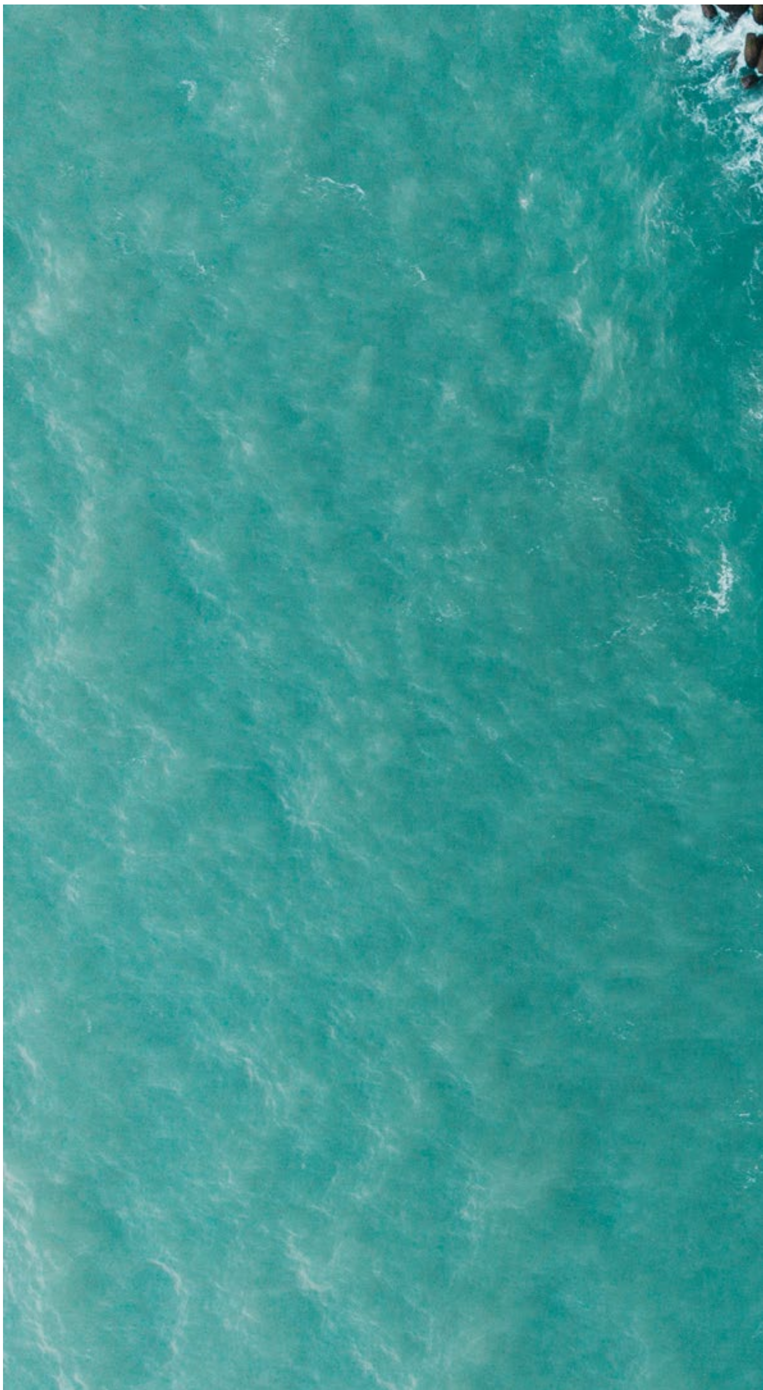
The foundation of our R&O success lies in the consistent execution of mandatory project workshops. Throughout the year, we maintained a high level of operational discipline:

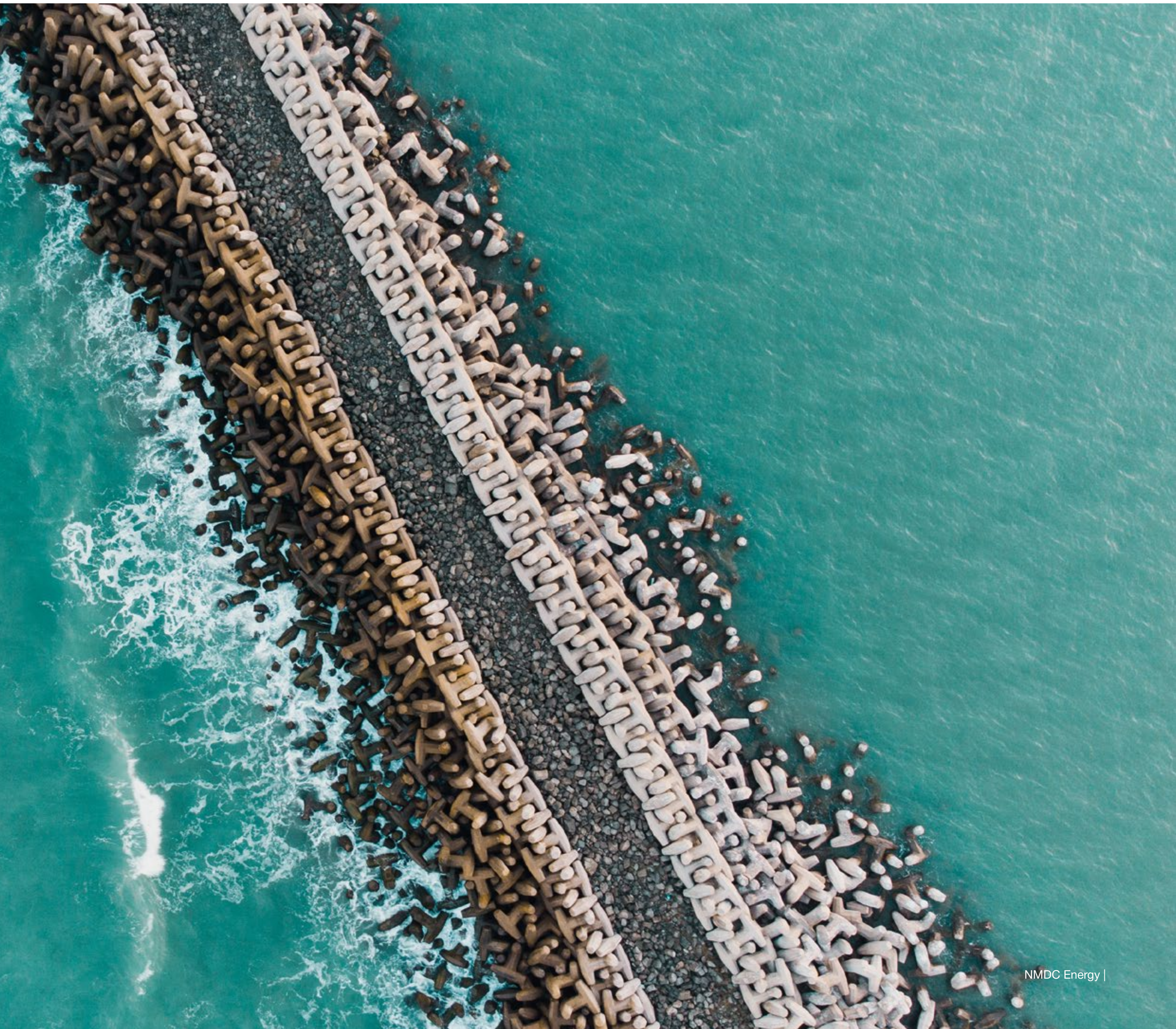
- **Workshop Frequency:** Projects achieved a perfect average score of 4.00 for workshop frequency, reflecting the commitment to holding at least one R&O workshop per month.
- **Active Leadership:** Senior management played a critical role, with Vice Presidents and Project Directors consistently participating in these sessions, providing strategic oversight and ensuring that risk mitigation is prioritized at the highest levels.
- **Quality and Reporting:** Our R&O registers maintained high standards, with well-defined opportunities and risks, assigned owners, and timely monthly reporting into the centralized system.

PROJECT PORTFOLIO RESILIENCE

Our diverse range of international and domestic projects showcased significant resilience and value creation:

- **Scoring Excellence:** A significant majority of our projects achieved high performance tiers, with six projects achieving scores between 100%-102% and another four scoring between 90%-92%.
- **Opportunity vs. Risk Balance:** NMDC Energy managed AED 1.4 billion in Committed Opportunities against AED 1.87 billion in Committed Risks, reflecting a robust and sustainable approach towards managing opportunities and risks.
- **Effective Mitigation:** Our focus on risk reduction was evident, with an average Mitigated Risk (MR) value of $26.37 million, highlighting the effectiveness of our proactive safety and operational strategies.





Key Risks & Opportunities

NMDC Energy operates in a complex and rapidly evolving environment, navigating a range of risks and opportunities that influence its strategic objectives. By proactively managing these risks and capitalizing on emerging opportunities, the company aims to sustain long-term growth, strengthen operational resilience, and solidify its position as a leader in both traditional and renewable energy markets.

KEY RISKS

1. **Market Volatility and Demand Fluctuations:** The energy sector is highly sensitive to fluctuations in market demand and global economic conditions. Volatility in oil and gas prices, evolving regulatory frameworks, and geopolitical uncertainties can pose challenges to NMDC Energy's financial stability and growth outlook. To mitigate these risks, the company continues to diversify its service portfolio and geographic presence, thereby reducing dependence on any single market or revenue stream and enhancing overall business resilience.

2. **Regulatory and Compliance Risks:** Increasingly stringent environmental regulations and evolving compliance standards across various regions pose significant risks to NMDC Energy's operations. Failure to comply could result in penalties, project delays, or operational restrictions. To mitigate these risks, NMDC Energy maintains robust compliance frameworks and works closely with regulatory authorities in its key markets to anticipate and adapt to emerging requirements. This proactive approach aligns with the broader NMDC Group Sustainability Strategy, reinforcing the company's commitment to strong environmental and social governance practices.

3. **Project Execution and Cost Overrun Risks:** EPC projects are inherently complex and can be affected by unforeseen challenges such as design modifications, supply chain disruptions, labor shortages, and technical issues. These factors may lead to delays, cost overruns, and reduced margins. To mitigate such risks, NMDC Energy employs comprehensive project control systems, streamlines procurement processes, and enhances supply chain efficiency. The company also forms strategic partnerships to share resources and distribute risk effectively. Furthermore, detailed bid evaluations are conducted to ensure that projects align with strategic objectives and deliver balanced risk-return outcomes.

4. **Competition and Margin Pressure:** The market for onshore and offshore projects is highly competitive, characterized by strong pressure from both established players and new entrants, often resulting in reduced contract values and narrower margins. NMDC Energy mitigates this risk by optimizing project management practices, implementing lean procurement processes, and building strategic alliances that strengthen its competitive position. Additionally, the company focuses on pursuing projects with a favorable risk-return balance and avoids aggressive pricing strategies to safeguard profitability and ensure sustainable growth.

5. **Uncertainty on Longer Term Fossil Fuel Demand:** The global transition toward renewable energy and decarbonisation presents both challenges and opportunities for NMDC Energy. While declining demand for traditional oil and gas services could affect revenue, an insufficiently rapid expansion into renewables may result in missed growth opportunities. To address this, NMDC Energy is actively strengthening its renewable energy portfolio through joint ventures such as NT Energies, while maintaining a solid presence in the oil and gas sector to ensure business stability and balanced growth throughout the energy transition.

STRATEGIC OPPORTUNITIES

1. Expansion into New Markets: NMDC Energy has identified strong growth opportunities in emerging markets driven by increasing demand for energy infrastructure. Recognizing the importance of local partnerships and regional expertise, the company aims to capitalize on these expanding markets by addressing critical priorities such as energy security, self-sufficiency, and the integration of renewable energy solutions into existing systems.

2. Energy Transition: The global shift toward cleaner energy solutions presents a significant opportunity for NMDC Energy. By strengthening its capabilities in offshore wind and renewable energy, the company is positioning itself as a leading contributor to the global energy transition. Joint ventures such as NT Energies further enhance NMDC Energy's technical expertise and market reach, enabling leadership in carbon capture and clean energy initiatives while directly supporting the broader NMDC Group Sustainability Strategy.

3 .Digital Transformation and Innovation: Investment in digital technologies presents a major opportunity for NMDC Energy to enhance operational efficiency and service excellence. The adoption of AI-driven project planning, predictive maintenance systems, and integrated ERP platforms is expected to optimize project execution, reduce costs, and improve adaptability to changing market conditions. These advancements position NMDC Energy as an agile, data-driven, and innovative leader in the evolving energy industry.

4. Diversification of Service Portfolio: By broadening its capabilities beyond traditional oil and gas services to include decommissioning, renewable energy projects, and advanced engineering solutions, NMDC Energy is establishing new revenue streams while reducing exposure to sector-specific fluctuations. This diversified service portfolio enhances the company's resilience against market volatility and positions it to capitalize on the global transition toward sustainable energy. Furthermore, expansion into offshore maintenance and operational services helps mitigate client concentration risks by extending the range of offerings to both existing and new clients.

NMDC Energy's ability to identify, assess, and mitigate key risks and opportunities is essential to achieving its strategic goals of vertical and geographical expansion. By fostering a proactive risk management culture, embedding sustainability across its operations, and capitalizing on emerging opportunities, the company aims to strengthen its leadership position in the energy sector while contributing to global energy security and advancing the transition toward a more sustainable energy future.

CORPORATE BEHAVIOR AND GOVERNANCE

(GRI 2-9, GRI 2-10, GRI 2-11, GRI 2-15, GRI 2-16, GRI 2-17, GRI 2-18, GRI 2-19, GRI 2-20, GRI 2-21, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, GRI 2-27, GRI 205- 1, GRI 205-2, GRI 205-3, S1, S9, S10, G2, G3, G5, G6)

NMDC Energy aligns with NMDC Group's core principles of ethical business conduct, strong governance, and steadfast accountability. These principles form the foundation of the company's commitment to creating lasting value for all stakeholders and ensuring long-term, sustainable success. In 2024, NMDC Energy established an independent Board of Directors representing the highest governing body at the organisation. The Board and executive management are responsible for defining the organisation's strategic direction, overseeing risk management and compliance practices, and ensuring adherence to the company's Articles of Association. They are also entrusted with upholding NMDC Energy's commitments to shareholders and all other stakeholders, ensuring transparency, accountability, and sustainable value creation. The Group's 2025 Corporate Governance Report provides a detailed deep dive into the Group's governance structure and practices.

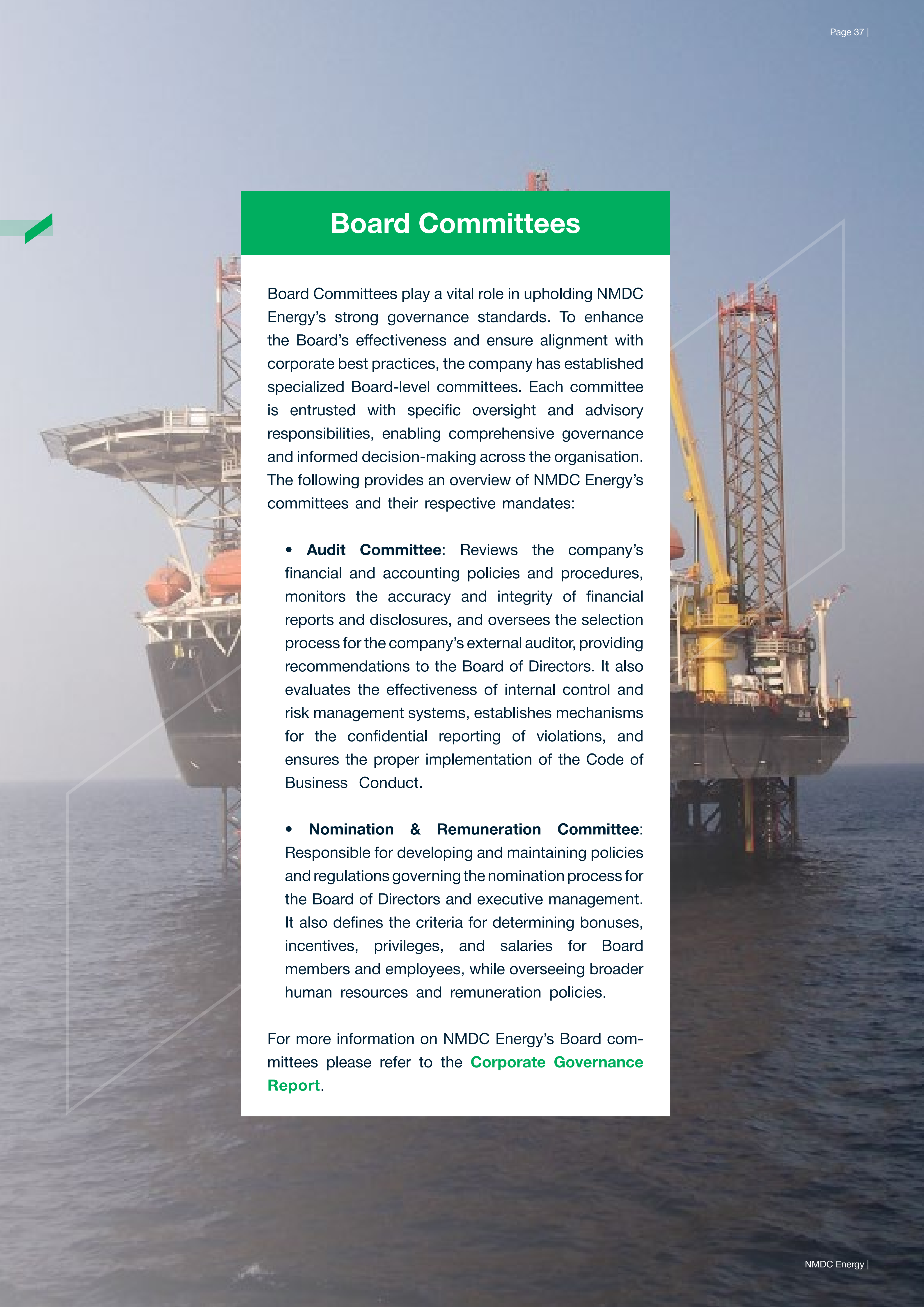
In 2025, and as part of Group-wide exercise, NMDC Energy enhanced its governance practices with a focus on reinforcing structural frameworks implementing proactive policy enhancements that align NMDC Energy's actions with its core values and strategic goals. In alignment with best practices and to further enhance transparency and stakeholder confidence, NMDC Energy ensured that policy statements and codes of conduct are publicly accessible. More details on corporate governance and business ethics policies can be found at the end of this section.

For further information on our governance structure and practices, please refer to the **Corporate Governance Report.**

BOARD COMPOSITION

NMDC Energy's approach to corporate governance emphasizes alignment with regulatory standards and international best practices. By embedding governance principles into the company's values and culture, NMDC Energy fosters accountability, transparency, and resilience. The company continuously reviews and refines its governance practices to ensure they remain effective and responsive to an evolving business environment.

Following the establishment of an independent Board of Directors in 2024, NMDC Energy's Board continues to serve its three-year term through 2025. The Board comprises five members, 80% of whom are non-executive, bringing extensive industry expertise and diverse perspectives, with 20% women representation. For more information on the Board of Directors and committee memberships, please refer to **NMDC Energy's Corporate Governance Report.**



Board Committees

Board Committees play a vital role in upholding NMDC Energy's strong governance standards. To enhance the Board's effectiveness and ensure alignment with corporate best practices, the company has established specialized Board-level committees. Each committee is entrusted with specific oversight and advisory responsibilities, enabling comprehensive governance and informed decision-making across the organisation. The following provides an overview of NMDC Energy's committees and their respective mandates:

- **Audit Committee**: Reviews the company's financial and accounting policies and procedures, monitors the accuracy and integrity of financial reports and disclosures, and oversees the selection process for the company's external auditor, providing recommendations to the Board of Directors. It also evaluates the effectiveness of internal control and risk management systems, establishes mechanisms for the confidential reporting of violations, and ensures the proper implementation of the Code of Business Conduct.

- **Nomination & Remuneration Committee**: Responsible for developing and maintaining policies and regulations governing the nomination process for the Board of Directors and executive management. It also defines the criteria for determining bonuses, incentives, privileges, and salaries for Board members and employees, while overseeing broader human resources and remuneration policies.

For more information on NMDC Energy's Board committees please refer to the **Corporate Governance Report**.

Management Committees

The management committees of NMDC Energy are integral to shaping and implementing the company's business and sustainability strategies. These committees ensure robust management practices, foster resilient operational systems, and maintain alignment between daily operations and overarching strategic objectives. Their collective efforts are pivotal in driving efficiency, cohesion, and sustainable growth across all aspects of the organisation:

- **Management Committee:** Ensures strong oversight and effective operational governance, guiding the organisation toward achieving its strategic and operational objectives while mitigating high-risk exposures across the project portfolio. It is responsible for high-level decision-making, maintaining financial stability, and continuously monitoring key performance metrics.

- **Strategy Committee:** Aims to drive sustainable growth, strengthen competitive advantage, and achieve NMDC Energy's long-term organisational goals and corporate objectives. It ensures strategic alignment with the company's vision and mission while addressing shareholder expectations, engaging stakeholders, and conducting continuous environmental scanning and performance evaluations. The committee also oversees the effective implementation of key strategic initiatives, including acquisitions, mergers, capability development, geographic expansion, and diversification efforts.

- **Executive Committee:** The Executive Committee supports the Board by overseeing the operational, financial, and strategic performance of NMDC Energy, ensuring alignment with Board mandates and long-term objectives. It endorses key decisions in line with the Delegation of Authority, reviews financial forecasts, projects, tenders, and capital expenditures, and oversees risk and opportunity management. The Committee also monitors shared services continuity, innovation and sustainability initiatives, and the timely execution of Board decisions to enhance shareholder value and the Company's market position.

- **Project Tender Committee:** The committee is responsible for overseeing and finalizing the tender submission process for clients, ensuring that all tender documents included in the Tender Resume comply with both client requirements and NMDC Energy's internal standards. Its responsibilities include reviewing and approving cost estimates, uplifts, and contingencies detailed within the Tender Resume. Additionally, the committee evaluates bidding opportunities presented by the Business Development team through the prescribed Bid/No-Bid Form and determines the appropriate bidding strategy to support the company's commercial objectives.

- **Environmental, Social, Governance (ESG) Committee:** The committee oversees and guides NMDC Energy's commitment to ESG principles and the management of related risks. It is responsible for strengthening the effectiveness of the company's ESG framework and initiatives, ensuring alignment with NMDC Energy's strategic objectives and compliance with regulatory requirements set by the Securities and Commodities Authority and ADX.

- **Risk and Business Continuity & Crisis Management Committee (R&BCCM):** The committee oversees and guides NMDC Energy's Risk Management framework, ensuring that risks are systematically identified, assessed, and mitigated in alignment with the company's Enterprise Risk Management (ERM) framework. It also monitors business continuity plans to prevent disruptions, sustain critical operations, and implement effective strategies before, during, and after potential interruptions. Furthermore, the committee ensures that these plans remain resilient and fully compliant with ADX requirements and other relevant UAE government directives

- **Innovation & Technology Committee (I&T):** Steers NMDC Energy towards excellence by leveraging Innovation, Digital Transformation, Artificial Intelligence and Knowledge Management. The committee ensures the organisation remains at the forefront of technological advancements and best practices related to these themes.

- **Asset Write-Off Committee (AWO):** Reviews and ensures the proper disposal, storage preparation, or reuse of all scrap, valuable waste, salvage materials, and equipment arising from construction, fabrication, or maintenance activities. All actions must comply with applicable regulations and company policies. In accordance with the Delegation of Authority, the committee is responsible for endorsing asset write-off proposals.

- **Tender Opening Committee (TOC):** The committee upholds the principles of fairness, transparency, integrity, and efficiency throughout the tender opening process. By adhering to these core values, the TOC ensures that all procedures are carried out to the highest standards, fostering trust and accountability across the organisation. This includes establishing a central, independent corporate authority responsible for receiving, opening, and registering all Technical and Commercial bids for the supply of materials, subcontracting, and services with an estimated value exceeding AED 1,000,000 (including late Technical and Commercial bids). This authority operates in accordance with the Delegation of Authority and supersedes this Terms of Reference. Additionally, the TOC monitors and follows up on actions and resolutions related to non-conforming or rejected bids, as well as observations raised during the opening session, to uphold the integrity, transparency, and fairness of the tendering process.

- **Tender Board Committee (TBC):** The committee reviews recommendations submitted by end users and the commercial department for financial commitments equal to or exceeding three million AED. The TBC is committed to safeguarding NMDC Energy's interests by ensuring that supplier and subcontractor selections are based on the optimal combination of price, quality, and delivery timeframe. This process guarantees that all award recommendations and the issuance of subcontracts or Purchase Orders are fully compliant with NMDC Energy's policies and procedures, including the Delegation of Authority policy.

- **Insider Trading Supervision Committee:** The committee is responsible for maintaining and overseeing the register of insiders, including monitoring, supervising, and managing all insider dealings. It ensures that all transactions and ownership records are accurately registered and reported to ADX.

For more information on NMDC Energy's management committees please refer to the **Corporate Governance Report.**

Corporate Behavior

In 2025, NMDC Energy continued to strengthen its policies on accountability, transparency, and compliance to reinforce the company's dedication to corporate governance and ethical business conduct. This exercise was an NMDC Group-wide exercise aimed at unifying corporate behavior and governance standards across all business units.

Key Policies and Ethical Standards

1. **Conflict of Interest Policy:** NMDC Energy proactively manages potential conflicts of interest through a transparent disclosure framework. Upon onboarding, employees are required to complete a declaration form acknowledging the Code of Conduct and disclosing any actual or potential conflicts. This process ensures transparency, accountability, and alignment with the Group's ethical standards from the outset of employment.

2. **Anti-Bribery and Corruption Policy:** NMDC Energy maintains a strict zero-tolerance policy toward bribery and corruption, enforcing its Ethics and Compliance Program in alignment with UAE laws and international standards, including the Foreign Corrupt Practices Act and the UK Bribery Act. The policy outlines prohibited practices, prevention strategies, and corrective measures. Key provisions include bans on facilitation payments, unauthorized donations, and political contributions, reinforced through continuous training, active oversight, and a strong culture of accountability.

3. **Speak Up Policy:** The Speak Up Policy provides a secure and confidential channel for employees, partners, and stakeholders to report unethical behavior, including bribery, fraud, or human rights violations. Reports may be submitted anonymously and are protected from retaliation. Ethics & Compliance oversees a structured process to ensure that all concerns are thoroughly investigated and appropriately addressed.

4. **Fraud Control Policy:** This policy establishes a proactive framework for identifying, mitigating, and addressing fraud risks, with clearly defined responsibilities for maintaining strong internal controls. By safeguarding financial integrity and promoting a culture of vigilance, NMDC Energy reported no material fraud incidents in 2025, underscoring its effectiveness.

5. **Business Code of Conduct:** Anchored in NMDC Energy's core values, this code upholds a zero-tolerance policy toward unethical practices, including bribery, fraud, and misconduct. It also establishes clear protocols for data protection, fair treatment, and workplace safety, ensuring adherence to the highest ethical and professional standards.

6. **Business Partner Code of Conduct:** This code establishes stringent ethical and compliance standards for all NMDC Energy partners, emphasizing respect for human rights, fair labor practices, environmental stewardship, and adherence to anti-bribery regulations. Strengthened due diligence processes reinforce integrity, transparency, and accountability across the supply chain.

7. **Executive Compensation Policy:** Balancing performance incentives with accountability, this policy links executive rewards to long-term value creation, operational excellence, and ESG performance. Shareholders are engaged through "say-on-pay" provisions, while claw back mechanisms ensure accountability for breaches.

Compliance Program and Risk Management Framework

NMDC Energy is supported by NMDC Group's Ethics & Compliance function, which administers a comprehensive Compliance Program founded on the principles of prevention, detection, and remediation. This framework ensures that anti-corruption measures and ethical business practices are embedded at every level of NMDC Energy's operations, reinforcing integrity, accountability, and transparency across all activities:

- **Prevention:** Integrity at NMDC Group begins with a strong "Tone at the Top," set by the Board of Directors and Senior Executives who lead by example in upholding compliance standards. The Group has established a comprehensive training program that equips employees with practical knowledge to recognize and address corrupt practices. Employees in higher-risk roles receive specialized, scenario-based training, while new joiners and joint venture business partners participate in onboarding sessions covering the Business Partner Code of Conduct and anti-bribery principles.
- **Detection:** NMDC Group promotes transparency and accountability through active use of its Speak Up channels, which ensure confidentiality and allow anonymous reporting. Regular compliance audits, continuous monitoring, and periodic risk assessments help identify and mitigate potential risks early. The inclusion of internal controls and compliance clauses within all contracts further strengthens the Group's ability to detect and address unethical conduct promptly.
- **Remediation:** The Group enforces firm disciplinary actions and develops targeted mitigation plans in response to policy violations, ensuring that ethics and compliance standards are consistently upheld. Robust record-keeping practices support transparency, with all transaction records meticulously maintained and regularly reviewed by the Ethics & Compliance Department.

Anti-Corruption Training and Awareness

In 2025, NMDC Energy provided targeted business ethics training workshops to employees. Joint venture business partners also received training to ensure alignment with NMDC Energy's Code of Conduct and anti-bribery principles. Training sessions included practical scenarios and real-world examples to strengthen participants' ability to identify and report potential corruption risks effectively.

INCIDENTS OF CORRUPTION

NMDC Energy monitors and reports all anti-corruption incidents across its operations as part of its ongoing commitment to transparency, integrity, and accountability. The following tables present a summary of the quantitative results and key outcomes of the Company's anti-corruption program:

CONFIRMED INCIDENTS OF CORRUPTION

Year	2023	2024	2024
Number of Confirmed Incidents of Corruption		0	

EMPLOYEE DISMISSALS OR DISCIPLINARY ACTIONS FOR CORRUPTION

Year	2023	2024	2024
Total Number of Confirmed Incidents		0	

BUSINESS PARTNER CONTRACTS TERMINATED OR NOT RENEWED DUE TO CORRUPTION VIOLATIONS

Year	2023	2024	2024
Total Number of Confirmed Incidents		0	

Key Anti-Bribery & Corruption Measures

1. **Internal Controls & Audit:** Energy enforces stringent internal controls to uphold compliance standards, incorporating compliance clauses into all contractual agreements. Preventive measures such as comprehensive partner due diligence and rigorous auditing mechanisms ensure a transparent, accountable, and secure operational framework across all activities.

2. **Due Diligence and Risk Assessments:** Energy enforces stringent internal controls to uphold compliance standards, incorporating compliance clauses into all contractual agreements. Preventive measures such as comprehensive partner due diligence and rigorous auditing mechanisms ensure a transparent, accountable, and secure operational framework across all activities.

3. **Record-Keeping Standards:** Ethics & Compliance maintains comprehensive records of all compliance activities, including whistleblower reports and related investigations. This systematic approach promotes transparency, enables timely responses to ethical concerns, and reinforces a culture of integrity and accountability throughout the organisation.

4. **Policy Review and Continuous Improvement:** Ethics & Compliance periodically reviews NMDC Energy's anti-corruption policies, updating them as necessary to align with evolving regulatory requirements and industry best practices. Ongoing improvement initiatives ensure the company remains fully compliant and consistently ahead of industry and local best practices.

Through these initiatives, NMDC Energy reaffirms its strong commitment to fostering a workplace free from any form of corrupt practices. The Company's comprehensive ethics and compliance framework promotes ethical business conduct while strengthening stakeholder trust, reinforcing NMDC Energy's position as a responsible, transparent, and accountable leader within the industry.


THINK SAFETY
NMDC
ENERGY

SUSTAINABILITY ACROSS OUR CAPITALS


UAE
NPCC
NPCC

SUSTAINABILITY ACROSS OUR CAPITALS

(GRI 2-12, GRI 2-13, GRI 2-14, GRI 2-22, GRI 2-29, GRI 3-1, GRI 3-2)

Our Sustainability Approach

NMDC Energy is committed to achieving operational excellence while creating long-term value that benefits stakeholders and advances sustainable development. The company's sustainability strategy is built around two key pillars: integrating ESG principles into operations to effectively manage risks and minimize environmental and social impacts and expanding services and solutions that enable the clean energy transition and climate-focused projects. This approach aligns with UAE Vision 2031 and supports the nation's Net Zero goals, underscoring NMDC Energy's active contribution to the UAE's broader sustainability ambitions.

EMBEDDING ESG INTO OPERATIONS

NMDC Energy's ESG approach is comprehensive and fully integrated into our strategic and operational priorities. In 2024, the company contributed to the Group's broader sustainability efforts through the Group-wide six-month sustainability program, which included an extensive ESG materiality assessment. This work ensured that our focus on environmental, social, and governance topics and the management of related risks remains aligned with evolving sector expectations and long-term value creation.

As a result of this process, NMDC Energy helped identify 11 material ESG topics that reflect the key challenges and opportunities within the energy sector. These outcomes informed the development of NMDC Group's sustainability framework, which NMDC Energy has fully adopted. The framework is structured around five pillars, eight core objectives, and 25 initiatives designed to strengthen ESG performance while supporting NMDC Energy's strategic goals and resilience.

NMDC Energy aligns with **NMDC Group's Sustainability Policy**, which sets the Group-wide commitment to responsible and transparent ESG practices. The policy outlines expectations for environmental protection, safe and inclusive workplaces, ethical conduct, strong governance, and continuous improvement in sustainability performance. This framework guides NMDC Energy's approach to delivering projects responsibly while supporting the Group's long-term sustainability ambitions.

Driven by our vision, mission, and values,
NMDC Group is committed to facilitating the energy transition,
prioritizing safety and social responsibility and ensuring responsible
business practices, supported by AI

Environmental		Social		Governance
Environmentally Conscious Operations	Energy Transition Enablement	Community & Stakeholder Engagement	Health & Safety Ownership	Transparency and Accountability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MINIMIZING ADVERSE IMPACTS

NMDC Energy is committed to reducing environmental impact and managing biodiversity risks through proactive operational practices and community-focused initiatives. The company delivers environmental preservation, mangrove rehabilitation, and new mangrove plantation projects that support the Group's efforts to safeguard ecosystems across its areas of operation. These efforts include implementing measures to protect local wildlife such as installing bird nesting platforms and ensuring that project activities avoid disturbing sensitive habitats, including turtle nesting areas.

Moreover, NMDC Energy's updated emissions inventory, which is aligned with the Greenhouse Gas (GHG) Protocol, ensures greater accuracy and transparency in tracking greenhouse gas impacts. This enhanced assessment enables the company to better target reductions across Scope 1 and Scope 2 emissions within its operations, as well as Scope 3 emissions across its supply chain.

OPTIMISATION AND RESOURCE EFFICIENCY

NMDC Energy continues to optimize resource use by enhancing energy efficiency and advancing the electrification of its construction yards, replacing fuel-based systems with cleaner electricity. Guided by its Energy Savings Action Plan, the company targets 25–30% energy savings by 2027, supported by an investment of AED 8,125,000—of which roughly 75% has already been allocated to infrastructure upgrades . These efforts are reducing greenhouse gas emissions, improving operational efficiency, and supporting broader Group-wide sustainability objectives. NMDC Energy is also working closely with other NMDC Group subsidiaries to extend similar initiatives across shared facilities and operations.

PROMOTING WELLBEING AND SOCIOECONOMIC DEVELOPMENT

NMDC Energy is dedicated to cultivating a strong health and safety culture in line with international standards. Through robust Quality, Health, Safety, and Environment (QHSE) protocols and ongoing training, the company ensures the well-being of employees and contractors while maintaining a safe and secure work environment. Alongside this, NMDC Energy prioritizes local procurement in its key markets, supporting regional suppliers and contributing to economic development. This approach reinforces the company's commitment to socially responsible operations and positive regional impact.

STRATEGIC EXPANSION

NMDC Energy's strategic expansion is guided by a focus on emerging opportunities in the global energy sector. With the growing emphasis on the energy transition and sustainable infrastructure, the company seeks to diversify its portfolio, meeting evolving market demands while supporting global sustainability objectives.

NMDC Energy is strategically positioning itself at the forefront of the global energy transition by pioneering scalable, low-carbon solutions and carbon capture technologies. Through NT Energies, our specialized joint venture, we are actively exploring and implementing innovative initiatives designed to decarbonize hard-to-abate industries and drive operational efficiency across our own facilities.

INTERNAL OPERATIONAL EFFICIENCY AND ENERGY MANAGEMENT

Our commitment to sustainability begins within our own operations. We have launched a comprehensive Energy Management Plan with a target to reduce energy intensity by 25-30% by 2027.

- **Holistic Auditing:** The plan mandates periodic energy audits across all industrial and commercial facilities, including the Mussafah Fabrication Yard, ICAD-IV, offshore vessels, and onsite projects.
- **Precision Monitoring:** To support these targets, we have implemented the Schneider EcoStruxure Power Monitoring Expert system. This cutting-edge technology allows for the meticulous tracking of energy consumption and identifies power quality issues, enabling our teams to develop targeted action plans for high-intensity areas.

SCALABLE CARBON CAPTURE SOLUTIONS

NT Energies is currently developing modular and scalable technologies to assist industrial partners in meeting their emission reduction goals.

- **Modular Carbon Capture Units:** In partnership with Shell, NT Energies offers a containerized carbon capture system based on Consolv technologies. With a pilot plant already successful in Europe, these units, valued at approximately AED 11 million each, can be manufactured locally at NMDC yards. We are currently in advanced discussions with two major clients for future implementation.
- **Waste-to-Energy Decarbonisation:** We have submitted a feasibility offer for the Emirates Waste to Energy Project. This involves a 400 - kilo tonnes per annum carbon capture plant in partnership with BEEAH and Masdar, aimed at decarbonizing the waste-to-energy sector.

STRATEGIC INNOVATION AND REGIONAL CARBON CAPTURE, UTILIZATION AND STORAGE (CCUS) LEADERSHIP

Our project portfolio extends into next-generation carbon removal and regional industrial synergy:

- **Project ACE (Fujairah):** In collaboration with the client 44.01, NT Energies is coordinating the feasibility and cost scope for a Direct Air Capture and mineralisation project in Fujairah.
- **Al Reyadah CCUS Expansion:** We are engaged in early-stage discussions regarding future phases of the ADNOC-led Al Reyadah facility, the region's first commercial-scale carbon capture, utilisation, and storage project.

While these initiatives are currently in the development and feasibility stages, with no significant revenue generated from active sequestration in 2025, they represent a fundamental shift in NMDC Energy's long-term strategy. By investing in clean-tech innovation today, we are ensuring our readiness to lead the energy infrastructure of tomorrow, aligning with the UAE's broader Net Zero ambitions and reinforcing our role as a champion of sustainable industrial growth.

RENEWABLE ENERGY AND OFFSHORE WIND

Recognizing the rising significance of renewable energy, NMDC Energy has expanded its operations to develop expertise in clean energy projects. Strategic partnerships, including collaborations with Masdar, support the adoption of green technologies and facilitate new opportunities for renewable integration. Key achievements include offshore wind projects, notably the successful completion of one of Taiwan's largest offshore wind farms. The company continues to grow its international footprint, focusing on subsea infrastructure and specialized services such as rock installations for wind farms.

In January 2025, NMDC Energy secured a major contract from Taiwan Power Company for subsea pipeline works supporting the second-phase renewal of the Tung-Hsiao Power Plant. This milestone strengthens the company's footprint in Taiwan and reinforces its role in advancing the region's broader clean energy ambitions.

SUSTAINABILITY GOVERNANCE

Sustainability governance continues to be a cornerstone of NMDC Energy's approach. A robust framework ensures ESG principles are embedded across all operations, guided by the Group-wide Sustainability & ESG Committee and supported by a dedicated Sustainability Task Force. Departmental Sustainability Champions act as links between strategy and execution, while the company is exploring the formation of a dedicated Sustainability Team to further strengthen ESG oversight and performance across all levels.

In 2025, NMDC Energy's Internal Audit significantly enhanced ESG practices through a series of targeted initiatives. The Corporate Governance Manual and Board Committee Charters were reviewed and updated, clarifying roles, approvals, and reporting lines to strengthen accountability and transparency. The Securities Trading Policy was refined, including insider identification, trade pre-clearance, and declaration processes, improving market conduct compliance and reinforcing stakeholder trust.

Internal Controls over Financial Reporting were strengthened ensuring reliable ESG-related data linked to finance, clear ownership, and traceable audit trails, supporting faster external assurance. Project management controls were enhanced across schedule adherence, cost management, risk mitigation, subcontractor oversight, supply chain monitoring, and evidence-based project close-outs, improving governance and operational efficiency.

Finally, lessons-learned and close-out dashboards were implemented to monitor project completion, ensure timely updates, and promote consistent reuse of best practices. Collectively, these initiatives reinforced governance, transparency, operational efficiency, and the credibility of NMDC Energy's ESG reporting.

STAKEHOLDER ENGAGEMENT

Engaging with stakeholders lies at the heart of NMDC Energy's sustainability strategy. Through continuous dialogue and the integration of stakeholder insights into decision-making, we adapt to evolving expectations and reinforce our role as a trusted partner and a key contributor within the wider NMDC Group ecosystem. This collaborative approach enables us to address critical challenges, identify shared opportunities, and create lasting value for our stakeholders and the communities we serve.

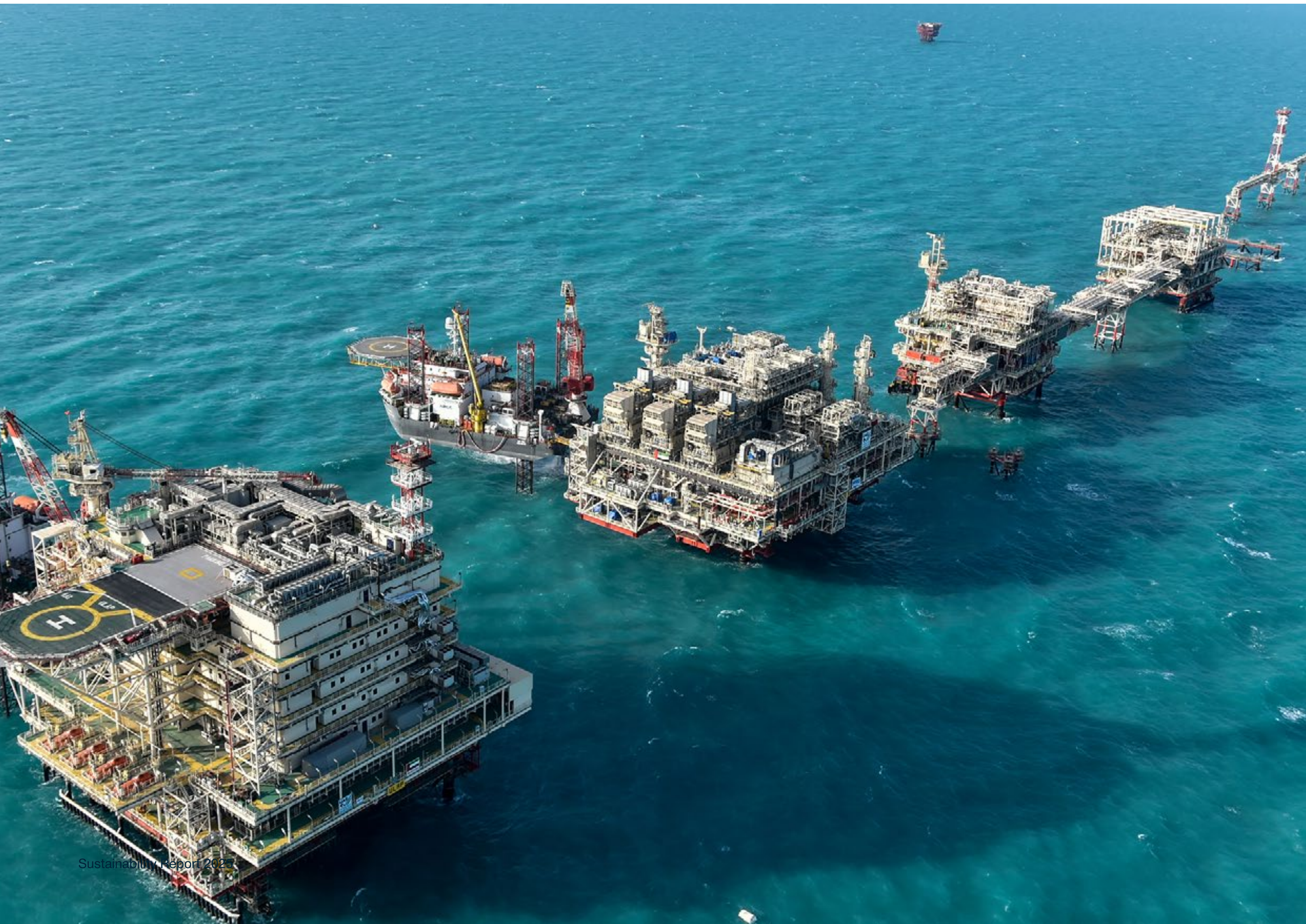
OUR STAKEHOLDER ENGAGEMENT MATRIX:

KEY STAKEHOLDER	METHODS OF ENGAGEMENT	KEY TOPICS OF DISCUSSION
CLIENTS	• Performance evaluation surveys • Day-to-day interactions & meetings • Website • Marketing material (e.g., annual reports, sustainability reports, social media, etc.) • Exhibitions and conferences • Business Development efforts • Networking events	• Client wellbeing • Privacy & security • Responsiveness to their requirements • Quality, safety, and cost • Business ethics • Company impact on the enviroment
SHAREHOLDERS	• Annual general meeting • Periodic meetings • Corporate regulatory disclosures	• Economic performance • Capital allocation • Successful strategy implementation • Business ethics • National employment • ESG issues • Environmental impact • Regulatory issues
BOD MEMBERS	• BOD & related committees' meetings • Periodic meetings • Company events • Press releases	• Economic performance • Business ethics • ESG performance • Emiratisation • Successful strategy implementation • Capital allocation • Digital transformation
EMPLOYEES	• Employee engagement surveys • Performance reviews • Internal communication • Company events • Succession planning & development • Policies & procedures • Exit interviews	• Employee wellbeing • Business ethics • Diversity & inclusion • Health & safety • Training & development • Sustainable workplace • Compensation • Succession planning
COMMUNITY	• Local initiatives and volunteering activities • Society surveys • Donations and sponsorship	• Environmental impact • Community Wellbeing • Industry practices
GOVERNMENT ENTITIES	• Direct engagement through on site licensing department • National development plans and programs • Audits • Press releases • Local forums	• Environmental compliance • Alignment with national development plans & programs • Regulatory compliance • Labor practices • Transparency • Community wellbeing • National employment
SUPPLIERS & BUSINESS PARTNERS	• Supplier code of conduct • Supplier assessment and audit • Regular meetings with key suppliers and subcontractors • In-Country Value Score • Supplier satisfaction survey	• Procurement practices • Fair practice • Business ethics • Environmental impact • Terms and conditions • Cost negotiation
ESG RATING AGENCIES	• Meetings • Indirect engagements through third party consultants • Website • Marketing material (e.g., annual reports, sustainability reports, social media, etc.)	• Material ESG issues for construction & engineering companies

OUR MATERIAL TOPICS

Recognizing the significant impact that key ESG issues have on both our stakeholders and business operations, NMDC Energy has refined its approach to identifying and reporting on material topics as part of a broader NMDC Group initiative. In 2024, our materiality assessment underwent a comprehensive update, aligning with global best practices and leading industry standards such as Morgan Stanley Capital International (MSCI) and the Sustainability Accounting Standards Board under the IFRS Foundation. These frameworks are tailored to the specific characteristics of the construction and engineering sectors, in accordance with the Global Industry Classification Standard and the Sustainable Industry Classification System.

To ensure our material topics remain both relevant and impactful, we strengthened our alignment through close collaboration with internal stakeholders and key industry partners. Our engagement process—guided by the IIRF, Global Reporting Initiative (GRI), and the AA1000 Stakeholder Engagement Standard—enables us to stay responsive to evolving stakeholder expectations. By adhering to these internationally recognized standards, NMDC Energy has identified a clear set of material topics that reflect the priorities most important to our stakeholders and business. This approach enhances our ability to manage, report, and respond effectively to key economic, environmental, and social factors, reaffirming NMDC Energy's commitment to sustainable and stakeholder-driven business practices.



ESG	MATERIAL TOPICS	GRI STANDARDS	ADX DISCLOSURES
Environmental	GHG Emissions & Energy	GRI 302 – Energy GRI 305 – Emissions GRI 307 - Environmental Compliance	E1: Environmental Operations E4: Energy Usage E5: Energy Intensity E6: Energy Mix E7: GHG Emissions E8: Emissions Intensity E9: Climate Strategy E10: Climate Related Risks and Opportunities E11: Climate Governance E12: Climate Targets
	Biodiversity & LandUse	GRI 304 - Biodiversity	
	Circularity & Waste Management	GRI 306 - Waste	E1: Environmental Operations E3: Waste Generation
	Opportunities in Clean Technology	GRI 201 - Economic Performance GRI 203 - Indirect Economic Impacts	E9: Climate Strategy E10: Climate Related Risks and Opportunities
	Water Stress	GRI 303- Water and Effluents	E2: Water Usage
Social	Health & Safety	GRI 403 - Occupational Health & Safety	S8: Health, Safety and Well-being S9: Injury Rate
	Community Welfare	GRI 413 - Local Communties	S12: Community Investment
	Human Capital Management & Development	GRI 202 - Market Presence GRI 401 – Employment GRI 404 - Training and Education GRI 405 - Diversity and Equal Opportunity GRI 406 - Non-discrimination	S2: Gender Pay Ratio S4: Gender Diversity S5: Temporary Worker Ratio S6: Nationalization S7: Non-Discrimination S10: Child & Forced Labor S11: Human Rights G2: Board Diversity
	Quality Management	GRI 416: Customer Health and Safety GRI 417: Marketing and Labelling	
Governance	Corporate Behavior and Governance	GRI 205 - Anti-Corruption	S1: CEO Pay Ratio S2: Gender Pay Ratio G1: Board Independence G4: Ethics & Prevention of Corruption G5: Data Privacy
	Supply Chain Management	GRI 204 - Procurement Practices GRI 308- Supplier Environmental Assessment GRI 414- Supplier Social Assessment	G3: Supplier Code of Conduct E1: Environmental Operations

OUR FINANCIAL CAPITAL

MATERIAL TOPICS COVERED

Opportunities in Clean Technology

GRI STANDARDS

GRI 201 - Economic Performance
GRI 203 - Indirect Economic Impacts

- Establishing a resilient monetary and financial market environment with manageable levels of inflation
- Enabling financial markets to become the key financiers of economic sectors and projects

SDGs ALIGNMENT

OUR FINANCIAL CAPITAL

Economic Value Creation

NMDC Energy remains dedicated to fostering economic prosperity and community well-being through the creation and fair distribution of economic value. The company strives to generate shared benefits for all stakeholders while contributing positively to society at large.

At the core of this commitment is ensuring fair and competitive compensation for employees, promoting financial stability and long-term security for them and their families. This investment in people underpins NMDC Energy's continued growth and operational excellence.

The company also plays a vital role in supporting national development through its tax contributions, which strengthen public services and infrastructure in the communities where it operates.

Additionally, NMDC Energy prioritizes local procurement wherever possible, extending the economic impact of its activities to local businesses. By doing so, the company helps build resilient local economies and supports the UAE's broader objectives for sustainable economic growth.

Financial Performance

For a comprehensive analysis of our financial performance in 2025, refer to the **Audited Financial Statement section** in this report.

NMDC Energy	2023	2024	2025
Total Revenues (AED bn)	7.9	14.4	18.7
Net Profits (AED bn)	0.8	1.4	1.6
Total Assets (AED bn)	13.0	16.5	20.4
Earnings per Share (AED)	0.34	0.28	0.32

NMDC Group CFO champions collaborative financial strategies at ADIPEC 2025

Chief Financial Officer of NMDC Group took center stage at the Abu Dhabi International Petroleum Exhibition & Conference (ADIPEC) 2025, participating as a distinguished panelist in the strategic session: "Bridging the Finance Gap through Global Partnerships for Maritime & Logistics Infrastructure."

During the high-level discussion, NMDC Group's leadership underscored the critical role of innovative, collaborative financial frameworks in addressing the infrastructure needs of a rapidly evolving global market. Key highlights from the Chief of Financial Officer's (CFO's) contribution included:

- **Strategic Partnerships:** Emphasizing how cross-border alliances and public-private synergies can unlock the capital necessary to modernize maritime gateways.
- **Sustainable Growth:** Demonstrating NMDC Group's commitment to financing projects that not only drive economic value but also adhere to the highest ESG standards.
- **Sector Resilience:** Sharing insights on how robust financial strategies can de-risk large-scale logistics investments, ensuring long-term stability in the global supply chain.

As NMDC Group continues to expand its international footprint, our participation in global forums like ADIPEC reinforces our position as a leader in integrated marine and energy infrastructure. We remain dedicated to fostering the partnerships that will build the sustainable maritime foundations of tomorrow.

Total Amount Invested in Technology and Innovation	2023	2024	2025
Total Amount in AED'000	3,800	1,841	5,500
The nature of the most significant investments	RFID System for Manpower tracking	Investment in new, upgraded machines	Offshore windmill designing

OUR HUMAN CAPITAL

MATERIAL TOPICS COVERED

1. Human Capital Management & Development
2. Health and Safety

GRI STANDARDS

GRI 202 - Market Presence
GRI 401 - Employment
GRI 403 - Occupational Health & Safety
GRI 404 - Training and Education
GRI 405 - Diversity and Equal Opportunity
GRI 406 - Non-Discrimination

رؤية 2030 Abu Dhabi Vision

- Building an open, efficient, effective, and globally integrated business environment
- Driving significant improvement in the efficiency of the labor market
- Developing a highly skilled, highly productive workforce

SDGs ALIGNMENT

3 GOOD HEALTH AND WELL-BEING
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES

OUR HUMAN CAPITAL

Human Capital Management & Development

UPHOLDING ONE UNIFIED CULTURE

NMDC Energy places strong emphasis on human capital development as a cornerstone of its success and a key contributor to NMDC Group's vision of a cohesive, values-driven culture. While aligned with Group-wide principles, NMDC Energy fosters a distinct identity that reflects its operational context. Guided by the shared values of Knowledge, Accountability, Morality, Alliance, and Leadership, the company empowers employees to demonstrate initiative, collaboration, and continuous improvement in all aspects of their work.

Ethical conduct and respect for people form the foundation of NMDC Energy's culture. The company's Code of Conduct upholds integrity, transparency, and professionalism across operations, supported by non-discrimination and anti-harassment policies that promote inclusion and mutual respect. Structured reporting channels and targeted awareness programs ensure these standards are consistently applied.

NMDC Energy operates within the broader NMDC Group framework, which maintains a Grievance Policy, a whistleblowing mechanism, and several additional reporting channels managed by the People & Culture shared service at Group level to ensure that employees can report misconduct confidentially and without fear of retaliation. Employees are provided with clear, accessible avenues to raise concerns related to discrimination, harassment, or other forms of inappropriate behavior. Both formal and informal reporting options are available, helping ensure employees feel comfortable coming forward.

To further reinforce trust and protection, NMDC Energy has implemented whistleblower-protection measures that safeguard individuals who report incidents of discrimination, harassment, or wrongdoing. These measures guarantee freedom from retaliation and offer secure, confidential channels for submitting concerns. In addition, the Group's Speak Up Policy provides employees, partners, and stakeholders with a structured and confidential mechanism to report unethical behavior, including human rights violations, discrimination, harassment, maladministration, or mismanagement.

Employee Breakdown by Gender	Female	Male
2023	243	14,283
	1.67%	98.33%
2024	308	15,973
	1.89%	98.11%
2025	497	20,628
	2.35%	97.65%

Note: As of 2024, in response to changes in UAE labor law, all employee contracts are temporary and are subject to renewal.

In alignment with the United Nations Global Compact and International Labor Organisation (ILO) principles NMDC Energy adopted a Human Rights Policy. The policy prohibits child and forced labor and ensures equitable treatment for all employees, reinforcing the company's dedication to ethical and sustainable growth.

In 2025, the total number of employees across all Business Units (India, KSA, Egypt, and the UAE) was 21,125, comprising 497 female and 20,628 male employees. The table below covers UAE-based staff only.

EMPLOYEE RECRUITMENT AND RETENTION

NMDC Energy is committed to promoting equal opportunity, job creation, and employee welfare, fostering a culture built on fairness, transparency, and respect. The company adopts a merit-based recruitment approach supported by structured interviews and skill-based assessments to ensure fairness and diversity in hiring. Competitive compensation, clear career paths, and a supportive work environment further strengthen its ability to attract and retain top talent.

Building key capabilities remains central to NMDC Energy's growth strategy. Leveraging NMDC Group's centralized guidance, the company focuses on enhancing its workforce to expand into new locations and markets such as offshore wind, decommissioning, and module fabrication. A strong "grow-from-within" philosophy underpins structured succession planning to nurture future leaders and ensure long-term business resilience.

Employee engagement and retention are sustained through mentorship programs, Individual Development Plans (IDPs), leadership training, and flexible work arrangements. By maintaining open feedback channels and prioritizing continuous development, NMDC Energy fosters a high-performance culture where employees feel valued, empowered, and motivated to contribute to the company's success.

In 2025 NMDC energy has hired 4,784 new employees, a 41% increase compared to last year with 33% of the new employees under the age of 30.

New Hires

Total New Hires by Gender	Female	Male
2023	164	857
	67.49%	6.00%
2024	104	3,279
	33.77%	20.53%
2025	78	4,706
	24.1%	25.5%

New Hires

New Hires by Age Group	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
<30	230	11.13%	913	42.52%	1,602	51.76%
30-50	705	6.55%	2,363	19.64%	3,085	23.37%
>50	86	5.07%	107	5.08%	97	3.90%

Turnover

Total Employees that left	2023		2024		2025	
	Number	Percentage	Number	Percentage	Number	Percentage
Male	197	1.38%	1,478	9.25%	1,835	9.94%
Female	33	13.58%	43	13.96%	52	16.10%

Total Employees that left by Age Group	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
<30	50	2.42%	299	13.93%	409	13.21%
30-50	158	1.47%	1,107	9.20%	1,394	10.56%
>50	22	1.30%	115	5.46%	84	3.38%

Total Hiring & Turnover Rates	2023	2024	2025
Total Hiring Rate	7.03%	20.78%	25.48%
Total Turnover Rate	1.58%	9.34%	10.05%


HSE
NMDC
ENERGY

LEARNING, DEVELOPMENT, AND SKILLS UPGRADING

At NMDC Energy, investing in people is central to long-term success. The company's comprehensive approach to training and development ensures employees are equipped with the skills and capabilities needed to meet evolving industry demands. Through a structured framework that aligns individual growth with organisational objectives, NMDC Energy fosters continuous learning at every stage of an employee's career.

Regular Training Needs Assessments identify key skill gaps and inform personalized learning plans under the Performance Development System. Employees benefit from a range of initiatives, including technical and leadership workshops, targeted e-learning programs, mentorship opportunities, and practical learning through cross-functional projects and job rotations. The Innovation Lab further encourages creative problem-solving and knowledge sharing across teams.

Learning initiatives at NMDC Energy

CORE WORKSHOPS

Focus on essential technical skills, safety protocols, compliance, and leadership, equipping employees to perform effectively in their roles.

MENTORSHIP PROGRAMS

Senior employees mentor junior colleagues, offering guidance and career support, while future leaders participate in advanced programs, including executive shadowing and coaching.

E-LEARNING RESOURCES

An extensive e-learning platform offers a wide range of professional and technical courses, enabling flexible, self-paced skill development.

PERSONALIZED LEARNING

Individualized learning plans combine internal training and external certifications, targeting skills relevant to career paths while aligning with company objectives.

HANDS-ON LEARNING

Cross-functional projects, team collaborations, and job rotations to provide practical experience and broaden employees' understanding of NMDC Energy's operations.

FOSTERING INNOVATION

The Innovation Lab encourages employees to develop creative solutions to business challenges, promoting a culture of problem-solving and continuous improvement.

By embedding continuous learning and innovation into its culture, NMDC Energy builds a resilient, adaptable, and motivated workforce that drives operational excellence and supports the company's long-term strategic ambitions.

Total Training Hours by Gender	2023	2024	2025
Female	6,434	10,442	14,445
Male	35,609	31,819	28,336

Average Training Hours per Employee by Gender	2023	2024	2025
Female	26.48	33.90	5.98
Male	2.49	1.99	6.85

Training Hours per Employee-by-Employee Category	2023		2024		2025	
	Hours	Average	Hours	Average	Hours	Average
Labor	N/A	N/A	3,098	0.24	3042.57	9.66
Entry Level	20,912	13.14	16,988	11.11	22,866.93	6.62
Mid-Level	18,743	11.96	15,413	13.75	11,314.68	5.81
Senior Manager	2,388	17.30	6,762	14.09	5,555.97	6.64

PERFORMANCE EVALUATIONS

At NMDC Energy, performance evaluations play a critical role in aligning individual contributions with the company's strategic objectives. Employees are regularly informed of the company's growth strategy and the value of their work in achieving broader organisational goals, reinforcing a culture grounded in NMDC Energy's shared values.

Beyond scheduled performance reviews, employees benefit from continuous feedback delivered through ongoing appraisals. The company's appraisal process provides structured, actionable feedback to support skill development and career progression. Annual reviews combine competency evaluations with objective assessments, particularly for middle and senior management, emphasizing NMDC Energy's commitment to growth, quality, and safety. These evaluations ensure that personal career aspirations are aligned with the company's long-term vision.

Complementing its feedback mechanisms and reviews, NMDC Energy utilizes a robust performance management system to measure progress against clearly defined KPIs, developed in collaboration with management teams to ensure relevance and rigor. These KPIs cover strategic priorities such as Health, Safety, and Environment (HSE) across all functions and projects. By linking individual performance to organisational objectives, NMDC Energy fosters a culture of excellence, accountability, and continuous improvement.

COMPENSATION AND LINKS TO SUSTAINABILITY

At NMDC Energy, executive remuneration is structured to balance competitive compensation with incentives that are closely tied to the company's strategic and sustainability objectives. This approach encourages employees at all levels to contribute meaningfully to the long-term success of the organisation, ensuring that individual performance aligns with broader corporate goals. The Executive Compensation Policy combines fixed and variable components, including base salary, allowances, pensions, and other benefits, to attract and retain top talent while remaining consistent with NMDC Energy's core values.

PERCENTAGE OF EMPLOYEES RECEIVING PERFORMANCE AND CAREER DEVELOPMENT REVIEWS BY GENDER

	2023	2024	2025
Female	49.79%	54.55%	100%
Male	21.32%	19.45%	100%

PERCENTAGE OF EMPLOYEES RECEIVING PERFORMANCE AND CAREER DEVELOPMENT REVIEWS BY CATEGORY

	2023	2024	2025
Labor	2.82%	0.00%	100%
Entry Level	90.38%	0.00%	100%
Mid-Level	66.50%	0.00%	100%
Senior Manager	136.96%	49.79%	100%

Transparency and compliance are fundamental, with all practices adhering to UAE labor laws and other relevant host country regulations, and oversight by the Nomination and Remuneration Board Committee (including say-on-pay approval) ensures fairness and strong governance standards.

A key feature of NMDC Energy's compensation framework is the integration of sustainability performance into reward mechanisms. Variable pay, including bonuses and incentives, is linked not only to financial outcomes but also to contributions toward environmental stewardship, health and safety, and community engagement. By embedding ESG criteria into remuneration, NMDC Energy ensures that employee performance is aligned with the company's sustainability ambitions, creating a clear connection between individual efforts and organisational impact.

Through this approach, NMDC Energy fosters a culture of accountability and long-term thinking, ensuring that growth is both profitable and responsible. By tying individual incentives to company-wide ESG targets, employees are empowered to actively support the company's environmental and social objectives, reinforcing NMDC Energy's position in sustainable and responsible energy development.

NO INCIDENTS
of discrimination for the past **three years**

DIVERSITY, INCLUSION, AND EQUAL OPPORTUNITY

NMDC Energy is committed to fostering a diverse and inclusive workplace that embodies equality, respect, and social responsibility. The company strives to build a workforce representing a wide range of backgrounds and experiences, with particular attention to underrepresented groups, including women, people of determination, and individuals from diverse racial and ethnic backgrounds. This commitment is reinforced through policies and initiatives that ensure fair access to opportunities for professional growth and advancement.

In 2024, NMDC Energy introduced its Diversity, Equity, and Inclusion (DEI) Policy, establishing a strong foundation for an inclusive culture across all operations. Grounded in international standards such as ILO conventions, the policy guides recruitment, employee development, and workplace practices to ensure fairness and equal treatment. It emphasizes equitable employment practices, sets clear diversity metrics, and incorporates initiatives that promote work-life balance.

Recruitment is merit-based and skills-driven while actively supporting diversity objectives, and the company has implemented KPIs to monitor progress in areas such as gender representation, diverse hiring, DEI training participation, and compensation equity. Flexible working arrangements further support employees with caregiving responsibilities and other personal needs, reflecting NMDC Energy's holistic approachto inclusion.

To further advance gender diversity, NMDC Energy has implemented a range of initiatives aimed at supporting the recruitment, retention, and professional development of women employees:

Targeted Recruitment Campaigns: Increasing women's representation in traditionally male-dominated fields such as engineering and construction.

Leadership Development Programs: Equipping women with skills and visibility to take on senior roles within the organisation.

Mentorship Programs: Senior women leaders guide junior employees, providing career advice, knowledge sharing, and professional support.

Flexible Working Arrangements: Offering adaptable hours and work-from-home options to support women with family responsibilities and promote work-life balance.

Diversity Networks and Employee Resource Groups: Providing peer support, facilitating knowledge sharing, and fostering engagement in activities that enhance personal and professional development.

Through these initiatives, NMDC Energy creates an environment where women can thrive, contributing to a more balanced leadership pipeline. This approach to diversity and inclusion.

Total Employees by Employee Category and by Gender		2023		2024		2025	
		Number	Rate	Number	Rate	Number	Rate
Labor	Male	11,230	100.00%	13,150	99.99%	15,356	99.99%
	Female	0	0.00%	1	0.01%	2	0.01%
Entry Level	Male	1,423	89.44%	1,293	84.57%	1,356	84.70%
	Female	168	10.56%	236	15.43%	245	15.30%
Mid-Level	Male	1,494	95.34%	1,060	94.56%	1,210	94.75%
	Female	73	4.66%	61	5.44%	67	5.25%
Senior Manager	Male	136	98.55%	470	97.92%	532	98.34%
	Female	2	1.45%	10	2.08%	9	1.66%

These numbers cover only UAE based employees

Total Employees by Employee Category and by Age Group		2023		2024		2025	
		Number	Rate	Number	Rate	Number	Rate
Labor	<30	1,794	15.98%	1,832	13.93%	2,781	18.11%
	30-50	8,412	74.91%	9,940	75.58%	10,995	71.59%
	>50	1,024	9.12%	1,379	10.49%	1,582	10.30%
Entry Level	<30	235	14.77%	300	19.62%	297	18.55%
	30-50	1,070	67.25%	897	58.67%	894	55.84%
	>50	286	17.98%	332	21.71%	410	25.61%
Mid-Level	<30	38	2.43%	13	1.16%	16	1.25%
	30-50	1,225	78.17%	937	83.59%	1,031	80.74%
	>50	304	19.40%	171	15.25%	230	18.01%
Senior Manager	<30	0	0.00%	2	0.42%	1	0.18%
	30-50	57	41.30%	255	53.13%	278	51.39%
	>50	81	58.70%	223	46.46%	262	48.43%

These numbers cover only UAE based employees

Female to Male Median Compensation Ratio	Labor, if applicable	Entry-Level	Mid-Level	Senior-to-Executive Level
2023	-	2.22	1.54	1.11
2024	4.16	1.92	1.44	1.39
2025	1.21	2.36	1.22	1.39

Total Number of Nationalitites	
2023	68
2024	69
2025	69

EMIRATIZATION AND LOCAL HIRING

NMDC Energy prioritizes the recruitment and development of local talent, contributing directly to the socio-economic growth of the UAE and the UAE's Emiratisation efforts. Through targeted initiatives, the company has successfully attracted and retained UAE nationals, strengthening their representation across its workforce. These efforts are complemented by similar local hiring strategies in other markets where NMDC Energy operates, ensuring that the company's presence delivers meaningful benefits to the development of local communities and economies.

UAE Nationals by Gender	2023		2024		2025	
	Number	Percentage	Number	Percentage	Number	Percentage
Male	159	47.46%	208	46.85%	185	42.63%
Female	176	52.54%	236	53.15%	249	57.37%

UAE Nationals by Employee Category	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
Labor	0	0.00%	0	0.00%	0	0.00%
Entry Level	200	59.70%	325	73.20%	323	74.42%
Mid-Level	124	37.01%	80	18.02%	72	16.59%
Senior Manager	11	3.28%	39	8.78%	39	8.99%

EMIRATIZATION RATE

2023	2024	2025
10.12%	13.60%	14.20%

Note: The Emiratisation rate calculation does not include the Labor employee category as part of the computation.

EMPLOYEE ENGAGEMENT AND WELL-BEING

NMDC Energy recognizes that employee well-being is fundamental to sustaining productivity and fostering long-term organisational success. The company has implemented a wide range of initiatives to support the physical, mental, and emotional health of its workforce, ensuring that every employee feels valued, supported, and empowered. By promoting programs tailored to diverse needs, NMDC Energy helps employees maintain a healthy work-life balance, enhancing engagement and overall job satisfaction.

In 2025, we transitioned from standard occupational health protocols to a holistic "Wellbeing First" strategy. By integrating preventive care, mental health support, and community engagement into our daily operations, we have fostered a resilient and productive environment that supports our employees across all locations, from corporate offices to offshore vessels and fabrication yards.

The year was defined by a robust calendar of 19 major health and wellbeing initiatives, specifically designed to address the unique challenges of our diverse operational landscape.

- **Preventive Care and Screenings:** We conducted large-scale onsite health campaigns, including **Free Flu Vaccine drives** (November 2024) and Blood Donation campaigns in collaboration with SEHA. These initiatives significantly protected our workforce from seasonal illnesses and reduced absenteeism.

- **Specialized Education:** Recognizing the importance of cultural and seasonal nuances, we hosted targeted webinars such as "Stay Healthy During Ramadan" and "Coping with Everyday Anxiety." These sessions provided practical hydration, nutrition, and mental resilience tips for employees during critical times of the year.

- **Offshore and Site Support:** Health education was not confined to offices. We implemented continuous weekly health education for our offshore employees and inaugurated a state-of-the-art New Medical Clinic at the RAK Fabrication Yard in November 2025, ensuring that high-quality medical support is available at the heart of our industrial operations.

NMDC Energy continues to strengthen its commitment to employee well-being through a comprehensive range of programs that address physical, mental, and financial health. The company's **healthcare and family support** offerings include extensive medical coverage and inclusive parental leave policies that ensure fair treatment and protection during and after pregnancy. In the area of **financial wellness**, employees have access to personalized financial guidance and retirement planning options, including defined contribution pension schemes designed to match their career stage and compensation level.

DIGITAL HEALTH AND VIRTUAL SUPPORT

To improve accessibility, NMDC Group embraced digital healthcare solutions:

- **Virtual Consultations:** In partnership with TruDoc, we equipped employees with the knowledge to access virtual healthcare services instantly, ensuring that medical advice is only a click away, regardless of an employee's physical location.

- **Direct Health Benefits:** We launched a dedicated wellness benefit program providing free glucose monitoring machines, medication support, and specialized medical guidance during Ramadan via direct email notifications.

Results: Healthier, More Productive Workforce

The success of our 2025 wellbeing strategy is reflected in our key performance indicators:

- **Reduced Sick Leave:** Our proactive preventive campaigns led to a measurable reduction in sick leave utilisation, direct proof of a healthier workforce.

- **Industry Recognition:** Our commitment to employee wellness was recognized on the global stage at ADIPEC 2025, where NMDC Group was honored for its outstanding wellbeing efforts.

- **Operational Resilience:** By providing continuous health education, covering topics from Dengue awareness to “Safety in Heat”, we have empowered our teams to manage environmental risks effectively.

To promote **mental and emotional well-being**, NMDC Energy provides professional counseling services and awareness initiatives that help employees navigate personal or work-related challenges in a supportive environment. Complementing these efforts, a variety of **wellness programs** such as fitness campaigns and routine health assessments encourage healthy habits and active lifestyles across the workforce.

In recognition of the importance of smooth career transitions, outplacement support is also provided to employees leaving the organisation, offering practical assistance such as interview preparation, CV enhancement, and career coaching.

Together, these initiatives reflect NMDC Energy’s holistic approach to fostering a workplace culture where people feel valued, supported, and empowered to thrive.

To strengthen its understanding of workforce needs, NMDC Energy conducts annual customized surveys for its blue-collar employees through conveniently located stations in accommodation and dining areas. This approach ensures effective feedback collection and inclusivity, particularly for employees with limited digital access, enabling the company to continuously refine its well-being initiatives based on direct employee insights.

To further strengthen employee engagement, NMDC Energy launched the Great Place to Work Pulse Survey as part of a Group-wide initiative. This survey gathers valuable insights from employees at all levels, enabling the company to continuously enhance workplace culture, satisfaction, and productivity.

PARENTAL LEAVE

In alignment with UAE labor law, NMDC Energy upholds comprehensive parental support policies to promote work-life balance and family well-being. Under current regulations, employees are entitled to five working days of paid parental leave, which may be taken by either parent within the first six months following the birth of their child. This entitlement is distinct from maternity leave, which grants female employees 60 days of leave; out of which 45 days are fully paidpaid, and 15 days are half-paid.

In previous reporting cycles, maternity and parental leave data were disclosed collectively. Beginning with the 2024 reporting year, NMDC Energy has refined its disclosure approach to report parental and maternity leave separately, reflecting the distinct benefits and entitlements associated with each.

TOTAL NUMBER OF EMPLOYEES THAT WERE ENTITLED TO PARENTAL LEAVE

	2023	2024	2025
Male	2,505	2,729	2,715
Female	102	126	152

TOTAL NUMBER OF EMPLOYEES THAT TOOK PARENTAL LEAVE

	2023	2024	2025
Male	52	91	101
Female	1	6	8

TOTAL NUMBER OF EMPLOYEES THAT RETURNED TO WORK AFTER PARENTAL LEAVE ENDED

	2023	2024	2025
Male	52	91	101
Female	1	6	8

TOTAL NUMBER OF EMPLOYEES THAT RETURNED TO WORK AFTER PARENTAL LEAVE ENDED THAT WERE STILL EMPLOYED 12 MONTHS AFTER THEIR RETURN TO WORK

	2023	2024	2025
Male	33	43	91
Female	0	1	6

RETURN TO WORK FROM PARENTAL LEAVE RATE

	2023	2024	2025
Male	100%	100%	100%
Female	100%	100%	100%

RETENTION RATE AFTER PARENTAL LEAVE

	2023	2024	2025
Male	82.50%	82.69%	100%
Female	-	100.00%	100%

Maternity Leave

	2023	2024	2025
Total number of female employees that took maternity leave	11	12	40
Total number of female employees that returned to work after maternity leave ended	8	12	40
Total number of female employees that returned to work after maternity leave ended that were still employed 12 months after their return to work	8	6	12

Health & Safety

Health and safety form the foundation of NMDC Energy's operational philosophy, guiding every activity across its sites and projects. The company's approach extends beyond regulatory compliance to embed a culture of care and accountability, where the well-being of employees, contractors, and partners is a shared responsibility. Safety is not viewed as a standalone requirement but as an integral part of NMDC Energy's identity shaping decisions, processes, and day-to-day behaviors. Through rigorous standards, proactive risk management, and continuous engagement, NMDC Energy strives to maintain a safe, resilient, and supportive working environment for all.

INTEGRATING HSE EXCELLENCE INTO CORE OPERATIONS

For NMDC Energy, HSE is not a standalone metric but a fundamental component of our operational DNA. Throughout 2025, the organisation has moved beyond traditional compliance, focusing on the seamless integration of our Health, Safety, and Environmental Management System (HSEMS) through four key strategic pillars: Governance, Culture, Stewardship, and Capability.

LEADERSHIP-DRIVEN GOVERNANCE (THE "CHECK" PHASE)

NMDC Energy's safety culture is underpinned by visible leadership commitment. In 2025, the Offshore operations senior management completed 12 HSE Steering Committee meetings and 12 Yard Steering committee meetings, ensuring consistent oversight.

Leadership exceeded engagement targets, achieving 131.6% of High-Profile Tour (HPT) goals, with 329 tours conducted across NMDC Energy operations against a target of 250. These visits enabled direct engagement with Yards, onshore and offshore crews, including on-site interface meetings and the recognition of employee safety commitment. Overall, the 2025 HSE cycle demonstrated strong top-down accountability, with senior management actively verifying the effective implementation of the HSEMS at the operational level.

BEHAVIORAL SAFETY AND WORKFORCE ENGAGEMENT

The "End Strong, Stay Safe" campaign reinforces NMDC Energy's focus on maintaining safety momentum during critical project phases by embedding safety as a daily behavioral choice. Through regular workforce engagements at key operational hubs, including the NMDC Energy Base MFY, safety messaging remains relevant and closely aligned with day-to-day activities. The campaign emphasized behavioral safety through initiatives such as the distribution of driving safety pamphlets and the "Golden Driving Rules" to reinforce safe-driving practices. In parallel, and in alignment with World Sustainable Transport Day, the CRPO 8201/8202 team in KSA conducted a Traffic Safety Campaign focused on defensive driving and pedestrian safety, reinforcing global best practices and environmental responsibility.

ENVIRONMENTAL STEWARDSHIP AND SYNERGY

NMDC Energy recognizes the close link between its operations and the surrounding environment. In partnership with Saudi Aramco, the "Leave Only Footprints" initiative reflects a collaborative approach to environmental protection and reinforces the "Environment" pillar of the HSEMS.

Through activities such as the "Leave Only Footprints" Beach Cleanup Day, project teams actively supported coastal preservation, demonstrating a shared commitment to marine ecosystem protection and responsible environmental stewardship.

COMPETENCY DEVELOPMENT AND EMERGENCY PREPAREDNESS

To strengthen long-term sustainability, NMDC Energy continues to invest in building internal capability and workforce preparedness. In 2025, the HSE Training Section launched the Highfield International Award in Delivering Training (IADT) Level 3, a "Train the Trainer" program that certifies HSE Officers to deliver site-specific, competency-based training internally.

In parallel, Emergency Response Team (ERT) members from NEMY and PCY completed Advanced Fire Emergency Training, enhancing hands-on response capabilities while ensuring compliance with civil defense requirements. This shift toward in-house capability building ensures training remains operationally relevant, competency-based, and adaptable to the evolving risk profile of NMDC Energy's offshore and onshore projects.

Strategic Pillar	Key Achievement	Impact on Operations
Governance	329 High Profile Tours (131.6% of Target)	Increased visibility of management in high-risk zones.
Safety Culture	"Drive Smart, Stay Safe" Campaign	Reduced risk of transportation-related incidents.
Environment	Multiple costal/beach cleanups	Strengthened stakeholder relations and ecosystem health.
Capability	Level 3 International Award in Training	Reduced reliance on external vendors; increased training agility.

NMDC Energy's 2025 HSE performance is a testament to the fact that when a Management System is reinforced by leadership and embraced by the workforce, it creates a sustainable culture of safety. As we move into 2026, our focus remains on "Great Day, Every Day," ensuring that every employee returns home safely while we continue to deliver world-class energy infrastructure.

MFY Environmental Noise Survey

NMDC Energy conducted an environmental noise survey at the MFY site using advanced monitoring equipment across ten strategically selected locations. Measurements were taken during daytime operations to capture representative noise levels.

The survey followed ISO 1996-1:2023 standards and assessed compliance against UAE Cabinet Resolution No. 12 of 2006. Results confirmed that all recorded noise levels were within the permitted daytime limits for heavy industrial areas (60–70 dB(A)).

Regular noise monitoring enables NMDC Energy to verify regulatory compliance, understand operational noise profiles, assess potential impacts on nearby receptors, and demonstrate proactive environmental and HSE management. This approach supports community well-being and reinforces the company's commitment to responsible environmental stewardship and long-term sustainability.

COMMITMENT TO HEALTH, SAFETY AND LEADERSHIP

Occupational health and safety lie at the core of NMDC Energy's operational framework, forming a cornerstone of the company's long-term success. A dedicated HSE department oversees all safety measures, procedures, and initiatives, ensuring a safe and healthy working environment for employees, contractors, and partners. Working in close collaboration with NMDC Group's central QHSE team, NMDC Energy aligns its safety programs with group-wide objectives, contributing to the exchange of best practices and continuous improvement through knowledge sharing and joint problem-solving.

Guided by NMDC Group's quality and HSE policies (approved by executive management) NMDC Energy maintains a consistent and unified approach to safe and responsible operations (see our publicly available **HSE Policy**). HSE committees and meetings are held across multiple levels of the organisation to ensure coordination and alignment within NMDC Energy and with other Group subsidiaries. These include Group-level HSE forums, NMDC Energy's internal steering committees, senior management reviews, project-specific sessions, and dedicated meetings for offshore and yard operations. Active involvement from leadership and employees at every level reinforces the shared responsibility for maintaining high safety standards.

Employee participation remains central to NMDC Energy's safety culture. The company encourages staff at all levels to engage in developing, implementing, and improving safety practices. Through open communication channels and regular feedback, employees contribute directly to risk identification and mitigation efforts. This culture of accountability and collaboration has led to a significant increase in HSE Observations Reporting demonstrating the effectiveness of NMDC Energy's proactive approach and the strong sense of ownership employees have in safeguarding workplace health and safety.

The bedrock of our safety culture is visible leadership commitment. In 2025, the Offshore operations senior management completed 12 HSE Steering Committee meetings and 12 Yard Steering committee meetings or (or) as common 12 HSE Steering committee meetings, to maintain consistent oversight.

- Exceeding Targets: Leadership surpassed engagement goals by achieving 131.6% performance in HPTs.
- Active Engagement: A total of 329 High Profile Tours were completed across NMDC Energy operations, far exceeding the adjusted goal of 250.
- On-Site Recognition: High-profile tours, such as the visit to the SEP-550 by the Vice President of Offshore Operations, involved direct interface meetings with crews and the presentation of appreciation certificates to recognize employee safety commitment.

Second Annual Contractor Safety Partnership Forum

Eng. Ahmed Al Dhaheri, CEO of NMDC Energy, took part in the 2nd Annual Contractor Safety Partnership Forum, led by H.E. Dr. Sultan Ahmed Al Jaber.

The forum gathered major industry leaders to strengthen collaboration and advance safety excellence across the energy sector, emphasizing shared responsibility, continuous improvement, and innovation.

ADIPEC 2025 – HSE Strategic Executive Panel

Eng. Ahmed Al Dhaheri, the Chief Executive Officer (CEO) of NMDC Energy, participated in the HSE Strategic Executive Panel at ADIPEC 2025, titled “HSE at the Top: Board Accountability in Safeguarding Reputation through HSE Leadership.”

He joined senior executives, board members, and industry experts to discuss how strong HSE leadership safeguards corporate reputation and drives sustainable, long-term value creation.

HEALTH AND SAFETY MANAGEMENT SYSTEM

NMDC Energy’s Health and Safety Management System (HSMS), certified to ISO 45001:2018 standards, serves as the foundation of the company’s approach to workplace safety. Applied consistently across all operational environments, the HSMS provides a structured framework to identify, assess, and manage risks, ensuring the highest standards are upheld across all activities.

To maintain and enhance the effectiveness of its health and safety practices, NMDC Energy conducts regular internal and external audits. In 2025, the company carried out 37 internal and 25 external audits to assess compliance, identify opportunities for improvement, and reinforce adherence to rigorous safety standards. A formal incident reporting platform, INTELEX, enables employees and contractors to confidentially report incidents and near misses. This system promotes transparency, encourages proactive communication, and allows swift corrective actions to address issues, determine root causes, and prevent recurrence.

Lost Time Injury Free projects

In 2025, 14 projects across NMDC Energy achieved the million Lost Time Injury-free (LTI-free) manhours milestone. Notably, the Zuluf Ah West & East Oil Facilities and the Al Yasat Petroleum – Belbazem Block Field DVP projects surpassed 30 million LTA-free manhours. In addition, the ADNOC Umm Al Shaif LTDP / USLTDP-1 Project and the Meram EPC Project each reached 40 million LTA-free manhours demonstrating strong safety performance and sustained operational discipline across the portfolio.

ADNOC Leadership Site Visit

ADNOC senior leadership, including the Senior Vice President, Senior Project Manager, and Project Manager, conducted a site visit to the RP-1 and SEP 750 facilities to review project progress, evaluate safety performance, and engage with NMDC Energy site teams. The delegation inspected critical work fronts, observed ongoing construction activities, and assessed compliance with HSE standards. The visit concluded with positive feedback, recognizing the team’s strong safety culture and operational performance. Leadership commended the workforce and reaffirmed their commitment to supporting field teams and ensuring continued collaboration to achieve upcoming project milestones.operational discipline across the portfolio.

HSE Digitalisation Initiative

Rully Beriandi, an HSE Officer from the MERAM Project, was recognized for his exceptional contribution to advancing the project's HSE digitalisation program. He spearheaded the development and successful implementation of a centralized digital platform that integrates observation logging, AI-assisted analysis, and real-time tracking. The platform also features Scaffolding Management with AI analysis, as well as critical role identification and verification through QR code-enabled live trackers. This innovative solution has significantly enhanced safety monitoring and reinforced data-driven decision-making across the project site.

In recognition of this outstanding initiative and its measurable impact on site safety performance, Rully Beriandi was honored with the Safety Recognition Award from the HSE Department.

ICS 300/320 Training

NMDC Energy strengthened organizational resilience by delivering advanced ICS 300/320 training to senior leaders across key operational functions; Offshore Operations, HSE, Medical Services, Marine Logistics, and Fleet Management.

Aligned with FEMA and client incident management systems, the program enhanced crisis leadership, cross-functional coordination, and readiness for complex, Tier 3 emergency scenario, reinforcing the company's commitment to safety and operational excellence.

Work related injuries

NMDC Energy (Employee Data)	2023	2024	2025
Number of Lost Time Injuries	2	4	2
Number of Workdays Lost Due to Injury	241	199	55
Number of Fatalities	0	1	0
Rate of Fatalities	0.00	0.01	0
Number of high consequence work-related injury	2	0	2
Rate of high consequence work-related injury	0.04	0.00	0.02
Number of recordable work-related injury*	16	21	18
Rate of recordable work-related injury	0.29	0.30	0.16
Main types of work-related injury	Caught in/ between hazards	Caught in/ between hazards	Caught in/ between hazards
Number of Other Occupational Injuries	19	0	1
Number of High Potential Incidents**	2	0	2
Number of Near Miss Incidents*	40	39	107
Total Recordable Injury Rate	0.33	0.30	0.16
Number of Hours Worked (million hours)	48.0	71.2	110.5

Note: The rate of injuries is calculated by 1,000,000 hours worked

* 2023 figure has been restated

** 2024 figure has been restated

Work-related ill health	Number of Fatalities as a Result of Work-Related Ill Health	Number of Cases of Recordable Work-Related Ill Health	Main types of work-related ill-health
2023	0	0	0
2024	0	0	0
2025	0	0	0
Contractors & Subcontractors			
2023	0	0	0
2024	0	0	0
2025	0	0	0

H&S PERFORMANCE INDICATORS

The table below outlines key H&S performance indicators for the reporting period against 2025 targets, detailing worked hours, incidents, and safety frequencies across business units.

KPI Elements	Target	NMDC Energy
Total Man hours (Million)	-	105.59 M
Average Total Manpower, incl. subcontractors (Current month)	-	24,106
Fatality (FAT)	0	0
Total Lost Time Injury (LTI) (exc. FAT)	0	2
Total Recordable Injuries (incl. LTI & FAT)	0	18
Lost Time Injury Frequency Rate (LTIFR)	0.10	0.02
Total Recordable Incident Rate (TRIFR)	1.00	0.16
Behavioral Safety Audits (BSAFR)	150	174
Unsafe Observation Reporting (FR)	600	1,238
Critical Environmental Incidents (number)	0	0
Number of High Profile Tours (number)	100	1,273
Number of Training hours (FR)	14,000	~20,000

TRAINING, AWARENESS, AND ENGAGEMENT PROGRAMS

Training and awareness remain central to NMDC Energy's health and safety strategy, equipping all personnel with the knowledge and skills to identify hazards, implement preventive measures, and uphold the highest safety standards. The company continues to deliver comprehensive training through multiple channels to ensure consistent preparedness across the workforce.

- **Induction Training:**
  New employees undergo detailed health and safety induction sessions designed to familiarize them with safety protocols and procedures prior to commencing work.

- **In-House Training:**
  Specialized training sessions are conducted by the QHSE and Human Resources Learning and Development departments of NMDC Group to ensure employees possess the necessary skills and awareness to perform their duties safely and effectively.

- **External Training:**
  Collaboration with accredited third-party training providers enables employees to receive advanced safety training tailored to specific operational needs and emerging risks.

- **Toolbox Talks:**
  Regular toolbox talks are held across project sites and facilities to reinforce safety messages, address ongoing risks, and foster open dialogue on safe work practices among teams.

- **HSE Campaigns:**
  The 2025 "End Strong, Stay Safe" campaign was developed to reinforce commitment to zero incidents and a proactive safety culture. The campaign focuses on Life-Saving Rule compliance, workforce competency, and stronger supervisory leadership to ensure an incident-free year-end.

- **Emergency Preparedness Drills:**
  Routine emergency response drills are conducted to enhance employee and contractor readiness for various scenarios, ensuring prompt and coordinated responses to potential incidents.

Our training activities apply to all our sites, among the provided training in 2025 is the Traffic Safety Campaign organized by the CRPO 8201/8202 Team at KSA to promote safe, responsible, and sustainable transportation practices.

The initiative focused on raising awareness of traffic rules, defensive driving, and pedestrian safety, while reinforcing adherence to local and site-specific traffic regulations. By doing so, the campaign supported the NMDC Energy's commitment to public safety, environmental responsibility, community engagement, and long-term sustainability objectives.

Moreover, we have conducted the Advanced Fire Emergency Training program which equips NEMY and PCY ERT members with the essential knowledge and practical skills required to respond effectively to fire emergencies. The program emphasizes the protection of personnel, property, and the environment, while ensuring compliance with relevant health, safety, and civil defense regulations and meeting NEMY and PCY competency standards.

“End Strong. Stay Safe” Campaign 2025

NMDC Energy has launched its **“End Strong. Stay Safe.”** campaign across all project sites, vessels, and yards, reinforcing the company’s unwavering commitment to zero incidents and a proactive safety culture. This HSE initiative took place during the last quarter of the year. It directly targets the root causes of incidents recorded earlier in the year, with focused action on Life-Saving Rule compliance, workforce competency, and stronger supervisory leadership. By aligning all teams around clear expectations and practical interventions, the campaign aims to deliver an incident-free year-end while elevating accountability at every level.

This campaign drives verification and assurance for 8 critical trades (rigger, crane/forklift operator, scaffolder, blaster, electrician, fitter, fabricator, welder) in four key areas:

1. **Safety Competence:** Understanding hazards and Life-Saving Rules
2. **Technical Safety Competence:** Equipment, integrity, control verification, and task readiness
3. **Training Validity:** Records that match real skill.
4. **Emergency Readiness**: What to do when things go wrong.

This included a structured four-week program to reinforce workforce capability and safety awareness. Week 1 focused on awareness through pitstop sessions, Hazard Identification and Prevention talks, and real incident-based storytelling to highlight how skill gaps contribute to incidents and how awareness can prevent them. Weeks 2 and 3 concentrated on “Closing the Gap,” where supervisors and HSE officers conducted supportive on-the-job competency checks to strengthen skills and reinforce safe work practices. The campaign concluded in Week 4 with “Recognize & Reward,” celebrating “Competence Champions” who demonstrated outstanding skill, awareness, and teamwork, helping foster a strong, positive safety culture.

HSE Teams distributed pamphlets and wristbands across sites to strengthen awareness and promote a culture of safety throughout the year. The “End Strong. Stay Safe.” pamphlet and wristband serve as daily reminders to stay alert, focused, and responsible in every task. By carrying this message, we reinforce that every day should end as carefully as it began.

Importantly, this initiative sets the groundwork for the **2026 “Stronger Every Step” program**, which will introduce a dedicated verification team to assess safety maturity and drive continuous improvement across all projects. Together, these efforts represent a major step forward in embedding a culture of safety excellence throughout NMDC Energy.


PCY


HURLK PROJECT

NMDC Energy reinforced its safety culture through the "End Strong. Stay Safe. 2025" Charter, affirming senior management's commitment to leadership-driven HSE excellence.. The charter focuses on visible and consistent safety leadership, prioritizing employee wellbeing, empowering the workforce through Stop Work Authority, and promoting learning over blame. It also emphasizes continuous awareness, skills enhancement, and the use of leading indicators to proactively prevent incidents, supporting disciplined operations and a strong, safe close to 2025 and beyond.

NUMBER OF OHS EMPLOYEE TRAINING HOURS	2023	2024	2025
HSE Induction	24,655	47,027	58,374
Safety Group Meeting	9,315	31,178	59,450
Toolbox Talks (TBT)	28,400	72,528	319,529
HSE In-house Training	123,407	328,988	648,625
External / 3rd Party Training	-	89,023	167,805

HEALTH AND WELL-BEING INITIATIVES

NMDC Energy takes a holistic approach to employee well-being that extends beyond standard occupational health requirements. The company provides regular health check-ups, vaccinations, mental health support, and counselling services to promote overall physical and mental wellness. Wellness programs, including fitness challenges and stress management workshops, further support a healthy work-life balance. Ergonomic assessments are conducted to optimize workplace comfort, productivity, and well-being. Employee health information is treated with strict confidentiality and used solely for occupational health purposes, accessible only to authorized personnel.

CONTRACTOR SAFETY MANAGEMENT

NMDC Energy places strong emphasis on managing occupational health and safety risks across its operations and contractor relationships. All contractors are required to adhere to NMDC Energy's QHSE policies and participate actively in safety initiatives, ensuring consistent implementation of high standards. This collaborative approach fosters shared accountability, aligning safety practices across all partners and reinforcing a unified culture of health, safety, and operational excellence.

NMDC Energy strengthened contractor HSE performance in 2025 through a structured HSE Assurance Program covering fabrication business partners. The program monitored 15 proactive HSE assurance elements, completed 11 assurance audits and six pre-execution audits, and achieved 100% commitment sign-off from business partners. Assurance findings highlighted traffic management, risk management, training and competency, and permit-to-work as key focus areas, guiding targeted corrective actions and continuous improvement initiatives to enhance safety, compliance, and operational discipline across contractor operations.

SAFETY CULTURE REINFORCEMENT AND CONTINUOUS IMPROVEMENT

Maintaining a strong safety culture is central to NMDC Energy's operations. This culture is reinforced through recognition programs that reward outstanding contributions to health and safety, motivating both employees and subcontractors to uphold the highest standards. In 2025, these incentive programs led to a notable increase in hazard reporting by non-HSE personnel, demonstrating the success of NMDC Energy's proactive engagement approach.

NMDC Energy's safety strategy undergoes continuous improvements. Regular management reviews, employee feedback, and alignment with industry best practices drive ongoing enhancements to health and safety programs. By integrating HSE behavioral indicators into its Competency Framework and expanding recognition initiatives, NMDC Energy continues to strengthen its culture of safety excellence and continuous improvement.

Mental Health and Well-Being Campaign

Recognizing the importance of mental well-being in sustaining a safe, resilient, and high-performing workforce, NMDC Energy actively participated in the rollout of NMDC Group's comprehensive mental health program in 2025. Implemented across both onshore and offshore operations, the initiative reached thousands of NMDC Energy employees through targeted awareness sessions, PHQ-9 clinical screenings, coping-skills workshops, and psychologist-led support.

As part of this effort, NMDC Energy embedded mental health considerations into its operational culture, integrating well-being discussions into toolbox talks, induction programs, and daily safety routines. The company also appointed trained Mental Health Ambassadors across key sites to provide accessible, peer-level support and ensure early identification of at-risk individuals. High-risk cases were addressed through a confidential, same-day escalation protocol, reinforcing a proactive and compassionate approach to employee safety.

The program has already delivered significant impact within NMDC Energy, improving awareness, reducing stigma, and strengthening psychological safety across project sites and office environments. With strong leadership engagement and growing workforce participation, this initiative now forms an essential part of NMDC Energy's HSE culture and will continue to expand as part of the company's long-term commitment to employee well-being and sustainable performance.

OUR SOCIAL
& RELATIONSHIP CAPITAL

MATERIAL TOPICS COVERED

1. Community Welfare Health and Safety
2. Quality Management
3. Supply Chain Management

GRI STANDARDS

GRI 204 - Procurement Practices
GRI 205 - Anti-Corruption
GRI 308 - Supplier Environmental Assessment
GRI 413 - Local Communities
GRI 414- Supplier Social Assessment
GRI 416 - Customer Health and Safety
GRI 417 - Marketing and Labelling

- Building an open, efficient, effective, and globally integrated business environment

SDGs ALIGNMENT

OUR SOCIAL & RELATIONSHIP CAPITAL

Community Welfare

NMDC Energy takes a proactive approach to community welfare, focusing on long-term, meaningful partnerships with local organisations and stakeholders. Through these collaborations, the company works to improve social and environmental conditions in the regions where it operates, while creating tangible benefits for communities. The company's Corporate Social Responsibility (CSR) initiatives emphasize employment for UAE nationals, support for local businesses, and programs that address critical social and environmental needs. Employee participation is central to these efforts, with staff encouraged to volunteer and engage in projects that foster positive change.

Guided by NMDC Energy's core values, Knowledge, Accountability, Morality, Alliance, and Leadership, the CSR strategy ensures initiatives are aligned with both business objectives and community expectations. Programs are dynamic and evolve to address emerging needs, spanning marine conservation, reforestation, beach clean-ups, public health campaigns, and other community development initiatives. By promoting local economic empowerment through job creation and partnerships with regional suppliers, NMDC Energy contributes to sustainable development and the UAE's socio-economic growth.

Oversight by the CSR committee ensures that all programs remain impactful, coordinated, and aligned with sustainability commitments. Notable initiatives include mangrove planting, blood donation drives, Ramadan food distribution, and health awareness campaigns[LH105.1], demonstrating NMDC Energy's commitment to supporting communities while advancing the United Nations SDGs.

NMDC Energy continues to strengthen its social impact through active participation in community outreach programs and strategic partnerships that create lasting environmental and social value in the regions where it operates.

Participated in Tawdheef x Zaheb 2024 as a Gold Sponsor, hosting recruitment platforms, conducting interviews, and promoting career opportunities for Emirati talent.

Organized the Forbes Middle East Sustainability Leaders' Summit, fostering collaboration on innovative sustainable solutions

Sponsored the Make it in the Emirates Forum, showcasing advanced technologies and reinforcing NMDC Energy's role in the UAE's industrial development.

Participated in The Egypt Petroleum Show to promote collaboration and highlight technological contributions to economic growth.

Reinjected 17 billion AED into the UAE's local economy and achieved a high In-Country Value (ICV) score, emphasizing support for local suppliers and economic diversification.

Conducted Contractor and Offshore Subcontractor HSE Forums to ensure alignment with safety and excellence standards.

Supported the International Running Race in KSA, highlighting CSR and community involvement.

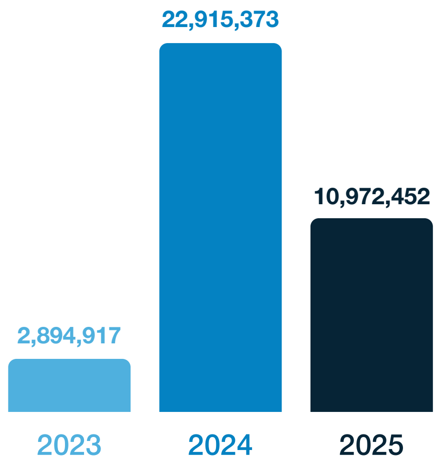
Signed a 50-year agreement with Khalifa Economic Zones Abu Dhabi Group to establish a $100M manufacturing facility, creating 3,000 jobs and enhancing industrial capacity

Won the 2024 International Pipeline & Offshore Contractors Association (IPLOCA) Environmental Award for planting 20,001 mangroves under the Blue Carbon Initiative, capturing 246 tons of CO2 annually.

Sponsored the UAE Team ADQ ladies cycling team and a UAE-based football club. Internally, we organize tournaments in football, padel, basketball, and cricket, and provide access to dedicated gyms and sports courts. We also sponsor employee participation in major events like the ADNOC Marathon and the Hudayriyat Corporate Games.

At Group level, NMDC Group has made significant contributions to community development. In 2025, our direct CSR expenditure reached a record AED 10,972,452, part of a grand total of AED 15,683,147 invested across CSR, sponsorships, and sports initiatives. This demonstrates our continued commitment to fostering social and environmental impact while creating value for all stakeholders.

Total amount invested in community contributions in AED



Quality Management

QUALITY MANAGEMENT AND SUSTAINABILITY INTEGRATION

Quality management is embedded across all our operations and serves as a key enabler of the Group's sustainability strategy and delivery performance. The Quality Department plays a central role in translating ESG priorities into day-to-day execution by embedding sustainability considerations into planning, delivery and verification processes across the project lifecycle.

This is supported through the integration of quality and ESG metrics within the Integrated Management System, alongside structured governance, routine reviews and assurance mechanisms that promote consistent application across all business units.

GOVERNANCE AND MANAGEMENT SYSTEM

Quality management is governed through a Group-wide Quality Management System (QMS) certified under ISO 9001:2015, providing a structured framework to maintain high operational standards, optimize processes and enhance customer satisfaction while remaining responsive to evolving industry requirements.

The Group's QHSE Policy, endorsed by the Group CEO, underpins the management of quality, safety and customer satisfaction and reflects NMDC Group's commitment to global best practices. Quality governance and reporting are aligned with recognized disclosure standards, including GRI 416 (Customer Health and Safety) and GRI 417 (Marketing and Labelling). Core controls include defined procedures, management oversight, performance monitoring and systematic feedback loops to drive continuous improvement.

In addition, NMDC Energy maintains its own **quality policy**, reaffirming top management's commitment to understanding and meeting customer needs throughout the organisation. The policy commits to delivering products and services that meet customer requirements and regulatory standards, while fostering continuous improvement across all operations. It emphasizes employee accountability, management oversight, and adherence to ISO 9001, ISO 17025, and API Spec Q1 standards.

QUALITY EXECUTION AND PERFORMANCE MONITORING

The QMS supports consistent delivery through performance monitoring tools such as the Project Quality Index, which evaluates project execution quality and compliance with contractual and client requirements. Regular review of performance indicators and client feedback enables timely corrective actions and reinforces NMDC Group's reputation for reliability and precision.

STAKEHOLDER ENGAGEMENT AND CAPABILITY BUILDING

Quality management supports sustainability integration across key stakeholder groups. Client engagement is maintained through structured mechanisms such as performance surveys and technical meetings, balancing quality, safety and cost. Employee accountability is reinforced through embedded performance expectations, supported by continuous training and capacity-building programs. Supplier and subcontractor assessments and audits strengthen supply chain resilience and reinforce environmental, ethical and performance expectations.

To sustain delivery excellence, NMDC Group invests in targeted quality-related training, including ISO 9001:2015 Lead Auditor programs, American Society of Mechanical Engineers Boiler and Pressure Vessel Code training, and ISO 17025:2017 competence requirements for testing and calibration laboratories.

QUALITY AND SUSTAINABILITY OUTCOMES

Effective quality management supports NMDC Group's sustainability objectives by reducing rework and material waste, enhancing asset reliability and lifecycle performance, improving operational efficiency and safety, and strengthening client and stakeholder confidence. This integrated approach enables sustainability to be applied as a measurable and collaborative practice across projects and partners.

CONTINUOUS IMPROVEMENT AND OUTLOOK

In 2025, structured reviews of the QMS and stakeholder feedback continued to drive targeted improvements, with customer satisfaction exceeding 76% and 100% audit completion and closure. Looking ahead to 2026–2027, NMDC Group will further enhance quality management through increased digitalisation, improved system integration and data consistency, and ongoing review of standards, procedures and performance trends.

CUSTOMER FEEDBACK AND ONGOING IMPROVEMENTS

NMDC Energy places high importance on customer feedback as a key driver of quality improvement. Through its QMS, feedback is systematically collected via customer satisfaction surveys, rated on a scale of 1 to 10, and analyzed to identify areas for enhancement. Complaints are tracked and resolved through structured internal procedures, ensuring clients are involved in the resolution process. By continuously updating QMS procedures based on client insights, employee input, and industry best practices, NMDC Energy maintains high service standards and adapts effectively to evolving project requirements.

Supply Chain Management

NMDC Energy integrates centralized NMDC Group support with its own specialized procurement functions to meet the complex demands of the energy sector. While benefiting from the Group's Resource Pool department for shared resources, NMDC Energy maintains a dedicated procurement team to serve the unique needs of its onshore and offshore projects.

Supported by a global network of offices, expeditors, and inspectors, the procurement team comprising skilled professionals ensures efficient, transparent, and standards-compliant handling of all procurement requests. By embedding the principles of sustainability, transparency, and collaboration, NMDC Energy strengthens a resilient supply chain capable of adapting to the evolving challenges of the energy industry.

Advanced technologies further streamline global procurement processes, enabling seamless tendering, real-time tracking of inspections and inventory, and efficient information sharing with stakeholders, fostering transparency and collaboration across the entire supply chain.

ESG INTEGRATION IN PROCUREMENT

NMDC Energy's procurement practices reflect NMDC Group's commitment to embedding ESG principles throughout the supply chain. By actively adopting and contributing to these standards, NMDC Energy reinforces a supply chain approach rooted in sustainability, transparency, and responsible business conduct.

Through this ESG-focused strategy, the company promotes:

Risk Mitigation
Reducing exposure to unethical practices and environmental issues, strengthening supply chain resilience.

Sustainable Supply Chain
Partnering with suppliers who prioritize ESG values, supporting greener and responsible operations.

Client Alignment
Meeting evolving client requirements, particularly sustainability criteria, enhancing NMDC Energy's attractiveness as a partner.

Responsible Procurement
Reinforcing the company's reputation for ethical and sustainable business practices.

SUPPLIER ENGAGEMENT

NMDC Energy places strong emphasis on supplier engagement as part of its procurement strategy. The procurement team maintains daily contact with suppliers to collaboratively address technical and commercial challenges, while management conducts courtesy visits and forms steering committees for high-value items to strengthen partnerships and resolve issues efficiently.

New suppliers are required to demonstrate a proven track record in supplying oil and gas companies that adhere to ESG standards, ensuring alignment with NMDC Energy's sustainability expectations. All vendors must comply with the company's Code of Conduct, further reinforcing ethical and responsible business practices.

In addition, NMDC Energy works closely with suppliers to support clients' sustainability goals, including adopting circular practices and reducing the use of metallic materials where feasible. Performance monitoring is maintained through direct meetings, surveys, and regular on-site inspections to ensure suppliers meet both technical specifications and ESG requirements.

VENDOR MANAGEMENT TRANSFORMATION

In 2025, the Vendor Management division underwent a significant transformation with the successful migration from the legacy ERP e-Business platform to an upgraded Oracle system. This transition involved complex data migration activities and extensive data cleansing efforts, establishing a more structured, accurate, and reliable vendor management framework. As the year progressed, the division focused on standardizing processes, clarifying roles and expectations, and implementing a unified data format across vendor records. These improvements enhanced system accuracy and significantly strengthened procurement efficiency. By the end of 2025, improved transparency and stronger collaboration had enabled a shift in vendor engagement, with vendors evolving from transactional suppliers to trusted partners. This resulted in faster delivery cycles, improved vendor responsiveness, and reduced operational risks.

KEY ACHIEVEMENTS

1. Successful Oracle System Upgrade and Data Migration

- Led the transition from ERP e-Business to an upgraded Oracle platform.
- Ensured seamless data migration with minimal disruption to vendor operations.
- Enhanced system reliability, reporting capabilities, and data accuracy.

2. Data Cleansing and Standardized Vendor Information

- Implemented robust data cleansing processes to address inconsistencies and gaps.
- Developed and enforced a standardised data format across all vendor records.
- Improved data visibility, accuracy, and audit read-iness.

3. Process Optimisation and Procurement Efficiency

- Streamlined procurement processes through improved vendor onboarding and category linkage.
- Introduced process enhancements that reduced manual effort and turnaround times.
- Strengthened coordination between Vendor Management and Procurement teams.

4. Stronger Vendor Relationships and Collaboration

- Transitioned from a transactional vendor model to a partnership-driven approach.
- Fostered long-term relationships through structured engagement and trust-building initiatives.
- Achieved faster issue resolution, improved delivery timelines, and reduced operational risks.

5. Team Collaboration and Continuous Improvement

- Demonstrated strong cross-functional collaboration throughout the system transformation.
- Encouraged knowledge sharing and innovation to support adoption of the new system.
- Established a foundation for continuous improvement and future digital enhancements.

BUSINESS PARTNER CODE OF CONDUCT AND ESG CRITERIA

NMDC Energy places the Business Partner Code of Conduct at the heart of its supply chain governance, ensuring that all suppliers uphold the highest standards of integrity, legal compliance, and social responsibility, including strict adherence to anti-bribery and anti-corruption regulations. In 2025, every supplier formally signed a declaration affirming compliance with the Code, while also accepting all terms and conditions, including the General Purchasing Conditions, to guarantee ethical conduct throughout the supply chain.

Beyond ethical compliance, NMDC Energy increasingly integrates environmental and social considerations into procurement to promote sustainability, support a circular economy, and encourage responsible practices. The Code of Conduct requires suppliers to implement high environmental standards reducing the use of virgin materials, extending product lifespans, reusing and repurposing materials, and practicing materials recovery while committing to fair labor practices, prohibiting forced or child labor, and respecting minimum working age requirements.

To reinforce accountability and drive sustainability across its supply chain, NMDC Energy implements a multi-tiered approach: suppliers undergo pre-qualification assessments that evaluate quality, health and safety, and environmental KPIs; contractual agreements include terms ensuring compliance with local labor and environmental laws; and supplier performance is reviewed biannually through post-award contract management. This structured approach ensures alignment with the company's values while fostering a transparent, ethical, and sustainable supply chain.

LOCAL PROCUREMENT

NMDC Energy continues to advance NMDC Group's long-standing commitment to supporting local sourcing and national industrial growth. Following the Group-wide restructuring of procurement contracts in 2024 which transferred many general purchase items from NMDC Energy's local suppliers to the Group's centralized procurement function, local spending has decreased compared to 2023. During the year, NMDC Energy also implemented advanced AI agents to streamline internal procurement processes, resulting in improved operational efficiency and more sustainable resource utilization.

The company remains steadfast in its role as a key contributor to the UAE's industrial competitiveness and the national target of increasing the sector's Gross Domestic Product contribution to AED 300 billion by 2031. NMDC Energy reinforces this commitment through its ongoing digital transformation, local value creation initiatives, and the in-country development of advanced technologies that strengthen and diversify the UAE's industrial capabilities.

NMDC Group participated in the Make It in the Emirates Forum 2025, reaffirming its commitment to advancing the UAE's industrial ecosystem and national development agenda. During the forum, NMDC Group showcased the advanced technologies of its subsidiaries, highlighting the breadth of its key business divisions, flagship projects, and extensive fleet capabilities. The participation reflected the Group's integrated strengths across engineering, construction, energy, and marine services, and its role in enabling complex, large-scale projects through innovation, operational excellence, and local capability development.

NMDC Energy Wins ICV Excellence Award for Empowering Local Industry

NMDC Energy being honored with the ICV Excellence Award in the Semi-Governmental Manufacturer category at the Make it in the Emirates (MIITE) Award ceremony. This recognition underscores NMDC Energy's steadfast dedication to enhancing local value creation, aligning with national industrial objectives, and upholding the highest standards across the energy sector. Collectively, NMDC Group has achieved ICV contribution exceeding 74%, and demonstrating a strong commitment to local manufacturing, Emirati talent development, and resilient domestic supply chains. Through its participation and achievements at MIITE 2025, we reinforced our position as a national champion supporting the UAE's industrial growth and long-term economic sustainability.

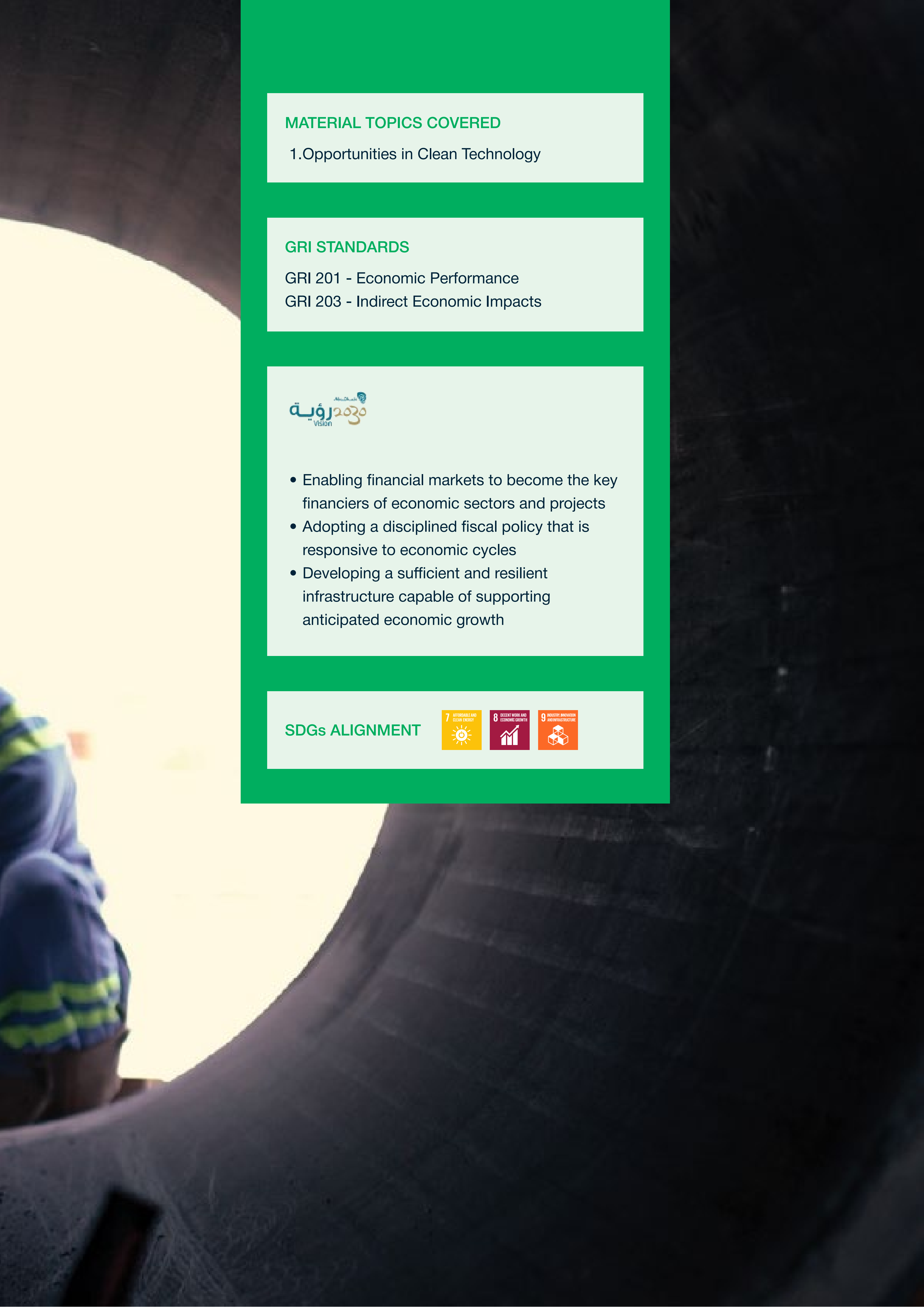
According to Eng. Ahmed Al Dhaheri, CEO of NMDC Energy, the award reflects the company's "deep strategic value to the UAE economy" and its focus on "maximizing local content while engaging partners that bring expertise, capital, and technology to enhance national capabilities."

Contractors HSE Forum

NMDC Energy hosted the Contractors HSE Forum 2025, convening executive leadership and contractors to strengthen collaboration and advance HSE excellence across operations. The forum emphasized workers' welfare and wellbeing, mental health, HSE innovation, and client requirements, and featured the signing of a Contractors Partnership Charter alongside HSE Excellence Awards reinforcing a unified commitment to safe, responsible project delivery.

Suppliers	2023	2024	2025
Total number of suppliers engaged	1,055	990	984
Number of suppliers assessed against sourcing code of conduct	1,055	990	984
Total number of local suppliers engaged	697	655	661
Percentage of local suppliers engaged	66.07%	66.16%	67.17%
Total procurement spending (AED m)	2,448.52	3,497.98	3,718.55
Procurement spending on local suppliers (AED m)	2,072.13	2,034.20	2,311.23
Percentage of spending on local suppliers (%)	84.63%	58.15%	62.15%

OUR INTELLECTUAL CAPITAL



MATERIAL TOPICS COVERED

1. Opportunities in Clean Technology

GRI STANDARDS

GRI 201 - Economic Performance
GRI 203 - Indirect Economic Impacts

- Enabling financial markets to become the key financiers of economic sectors and projects
- Adopting a disciplined fiscal policy that is responsive to economic cycles
- Developing a sufficient and resilient infrastructure capable of supporting anticipated economic growth

SDGs ALIGNMENT

OUR INTELLECTUAL CAPITAL

NMDC Energy's intellectual capital serves as the cornerstone of its ambition to achieve sustainable expansion and sector leadership within the energy industry. By leveraging the knowledge base and proficiency of its skilled workforce, NMDC Energy strategically channels resources into research initiatives, technological progression, and digital transformation. These investments target critical environmental imperatives, enhance operational performance, and secure enduring value generation.

Through the integration of cutting-edge technologies, sustainable energy solutions, and advanced AI capabilities, NMDC Energy systematically optimizes its operations, strengthens cross-functional collaboration, and maintains its standing as a forward-thinking organisation committed to advancement and responsible development.

DRIVING INNOVATION ACROSS THE ORGANISATION

A pivotal mechanism propelling innovation at NMDC Energy is the Innovation Campaign. Led by the Business Performance department, this program mobilizes employees to develop and test initiatives that directly tackle departmental challenges, advancing solutions with organisation-wide scalability potential.

The Innovation Campaign concentrates on cultivating innovative approaches that drive operational productivity, decrease operational expenditure, and advance technologies that improve the company's environmental performance. This initiative capitalizes on the extensive capabilities of NMDC Energy's workforce, particularly those possessing interests and competencies that may extend beyond their routine responsibilities. This methodology demonstrates NMDC Energy's persistent dedication to operational distinction, positioning the company to address industry requirements while generating pathways for sustainable expansion.

In 2025, NMDC Energy introduced a Procurement & Supply Chain AI platform to enhance efficiency, transparency, and control across end-to-end sourcing and delivery. The platform supports vendor management, RFQs/RFPs, bid analysis, contract and purchase order management, inventory and demand planning, logistics tracking, compliance monitoring, and spend and risk analytics. Fully integrated with the ERP system, it enables mobile data capture, real-time visibility, and improved decision-making across procurement and supply chain operations.

DRIVING OPERATIONAL EFFICIENCY WITH TARGETED ENERGY INVESTMENTS

NMDC Energy continues to strengthen its decarbonization pathway through targeted investments in high-efficiency equipment, electrification of fossil-fuel-based processes, advanced control systems, and digital energy management solutions. These initiatives collectively demonstrate the company's commitment to operational excellence, cost efficiency, and alignment with national and global climate objectives.

A significant portion of the investment has been directed toward energy-intensive operations, including air compression systems, welding equipment, lighting infrastructure, and Heating, Ventilation, and Air Conditioning (HVAC) systems. The replacement of conventional fixed-speed compressors with VSD compressors equipped with IE5 motors, coupled with the installation of advanced compressor controllers, has optimized energy consumption by matching output with actual demand and eliminating unloaded running losses. In parallel, NMDC Energy has transitioned legacy rectifier welding machines and diesel-driven gouging machines to electric inverter-based technologies, substantially improving efficiency while eliminating direct combustion emissions.

Lighting upgrades from sodium vapor to LED tower lights and HVAC retrofits using high efficiency split and Variable Refrigerant Flow (VRF) systems have further reduced electricity consumption across accommodation, recreational, and office facilities. Complementing these hardware upgrades, the enhancement of power monitoring software enables real-time energy visibility, benchmarking, and data-driven decision-making, laying the foundation for continuous improvement and future AI-enabled energy optimization.

Overall Investment Value

AED 8.74 million

Total clean technology & innovation investment

- Process efficiency and electrification
- Building energy performance improvements
- Digital energy management and monitoring

- High-impact efficiency gains from inverter welding machines
- HVAC system upgrades to VRF and high-efficiency split units
- LED lighting retrofits and EC fan installations
- Electrification of diesel-driven equipment

Overall CO_2 Emissions Reduction*

≈ 3,319 tonnes of CO_2 per year

* Note: The total CO2 reduction figure is conservative, as some initiatives (e.g., compressor optimization controls, power monitoring software, and diesel-to-electric gouging machines) deliver emissions benefits that are not fully quantified in the current dataset.

The following projects are implemented to achieve the aforementioned reductions:

Project	Investment (AED)	Impact / Benefit
Replacement of fixed speed electric air compressor by VSD Type with IE5 motor	570,000	• Typical energy savings: 20–45% compared to fixed speed compressor • Lower maintenance cost and higher system efficiency • Achieved energy saving: 145,728 kWh • CO2 saving: 58 tonne per year
Installing optimizer 4.0 controllers on all electric air compressors to improve air pressure efficiency	430,000	• Prevents over-pressurization • Saving 10–20% energy • Reduces power peaks and improves overall compressor efficiency
Replacement of rectifier welding machines by inverter type	2,100,000	• Energy saving: 4,082,400 kWh • Cost saving: 816,480 AED • CO_2 saving: 1,633 tonne per year
Replacement of sodium vapor tower lights with LED tower lights	1,000,000	• Energy saving 658,680 kWh • Cost saving: 131,736 AED • CO2 saving: 263.5 tonne per year • reduce power consumption by 60% • LEDs provide higher illumination and better visibility • Long lifetime, reducing maintenance and replacement costs
Replacement of Diesel engine driven gouging machines by Electric inverter type	2,250,000	• No emissions • Reduced carbon footprint • Higher efficiency and lower maintenance cost
Upgrading of Schneider power monitoring software	200,000	• Real-time energy monitoring • Analyze energy usage, set benchmarks, and make data-driven decisions to reduce energy consumption • Improved reliability & detect power quality issues
Replacement of window A/Cs with high energy efficient split A/Cs at accommodation blocks	515,225	• Energy saving: 792,671 kWh • Cost saving: 158,534.2 AED • CO_2 saving: 317 tonne per year
Upgrading of conventional A/C system with high energy efficient VRF system at Recreation buildings	1,470,000	• Energy saving: 2,528,574 kWh • Cost saving: 505,715 AED • CO_2 saving: 1,011.4 tonne per year
Retrofit of existing AHU/FAHU at Main Office Building with EC fan	200,000	• Energy saving: 89,331 kWh • CO_2 saving: 35.7 tonne per year

TRANSFORMING ENERGY PRACTICES THROUGH EMPLOYEE INNOVATION

NMDC Energy distinguishes itself through a dedicated and inventive workforce that constitutes the bedrock of the company's intellectual capital. This talent pool proves instrumental in generating impactful solutions and nurturing a culture of perpetual enhancement throughout the organisation. Acknowledging that personnel closest to operational obstacles are frequently most qualified to formulate effective resolutions, NMDC Energy actively champions employee-initiated endeavors. This commitment enables staff to assume leadership in problem-resolution, exemplified by the company's Energy Management Plan, a compelling illustration of how personnel can contribute substantially to operational excellence.

NMDC Energy's Energy Management Plan embodies the company's dedication to operational distinction and environmental responsibility. Recognizing escalating regulatory and societal demands for climate accountability, the plan incorporates state-of-the-art technologies, rigorous governance structures, and strategic capital allocation to catalyze a comprehensive transformation of energy practices across its facilities and operations. Grounded in ambitious objectives to decrease energy intensity by 25-30% by 2027, the plan harmonizes with international best practices, including ISO 50001 standards, and emphasizes continual advancement through meticulous monitoring, evidence-based decision-making, and focused energy conservation interventions.

This progressive strategy highlights NMDC Energy's position as a pioneer in sustainable industrial innovation, deploying initiatives including the shift toward cleaner energy sources, infrastructure modernisation, and renewable energy system integration. Beyond accomplishing quantifiable reductions in carbon emissions and operational expenditures, the plan fosters a sustainability culture, engaging employees, contractors, and stakeholders in its mission. By embedding energy efficiency within its fundamental operational and developmental structures, NMDC Energy not only addresses contemporary energy challenges but also reinforces its resilience and market competitiveness in a dynamically evolving global energy environment.

The Energy Management Plan represents NMDC Energy's strategic emphasis on harnessing employee-driven innovation to accomplish operational excellence and sustainability. By executing targeted energy-conservation initiatives, undertaking critical infrastructure investments, and accelerating renewable energy implementation, the company generates substantive improvements that enhance efficiency and solidify its reputation as a progressive leader in the energy sector. The initiative's success has additionally inspired other business units within NMDC Group, with NMDC Energy now actively participating in disseminating these best practices to affiliated subsidiaries to realize comparable outcomes. For additional information on the accomplishments and advancement of NMDC Energy's Energy Management Plan, please refer to the GHG Emissions & Energy section under Our Natural Capital in this report.

DIGITAL TRANSFORMATION FOR OPERATIONAL EXCELLENCE

Digital transformation represents a strategic priority for NMDC Energy in its pursuit of operational excellence and competitive differentiation. As digitisation continues to reshape global industries, NMDC Energy prioritizes the integration of sophisticated digital platforms and AI-powered technologies to strengthen decision-making capabilities, optimize operational workflows, and elevate overall performance. For an EPC organisation, strategic digitalisation is essential to identifying and capturing opportunities that establish clear competitive advantages.

NMDC Energy's digital vision encompasses building a connected and responsive organisation equipped to adapt rapidly to the energy sector's evolving requirements. Through ERP system implementation and AI-driven analytical capabilities, the company seeks to create an agile operational framework. By embracing cutting-edge global digitisation trends, NMDC Energy not only fortifies its internal competencies but also establishes itself as an industry leader in leveraging technology to drive sustainable growth and address dynamic market demands.

Connected Worker & Equipment Performance Tracking: Safety protocols and operational efficiency at NMDC Energy's Yard Site have been transformed through the Connected Worker and Equipment Performance Tracking system. This initiative integrates advanced technologies to establish a connected, responsive workforce while maximizing operational effectiveness through comprehensive real-time monitoring of personnel and equipment.

The system delivers precise location tracking for workers across both indoor and outdoor environments, ensuring safety and productivity throughout the facility. Vehicle operations benefit from GPS-enabled tracking and telematics capabilities that provide real-time visibility into vehicle positioning, utilisation patterns, and critical performance indicators. Integration with the Connected Assets Platform transforms this data into actionable intelligence for operational decision-making.

Real-time alerts for critical events, such as geofence breaches, SOS signals, idleness, and falls, ensure prompt responses to enhance safety and compliance with regulations. Management teams access customized, role-specific dashboards that deliver secure data visualisation and performance metrics, facilitating evidence-based decision-making.

Through optimized workforce deployment, minimized equipment downtime, and enhanced productivity, the system advances operational excellence. This positions NMDC Energy's fabrication facilities as exemplars of safety standards, operational efficiency, and technological innovation in the industry.

REVOLUTIONIZING PROCUREMENT THROUGH AI-DRIVEN INTELLIGENCE

In 2025, NMDC successfully transitioned its procurement and supply chain functions into a new era of digital maturity with the launch of the Procurement & Supply Chain AI-Platform. This end-to-end, AI-powered ecosystem integrates seamlessly with our ERP to provide real-time control over sourcing, logistics, and compliance. By shifting from manual data processing to autonomous "Agent-based" workflows, we have significantly reduced cycle times, strengthened governance, and provided our teams with instant visibility across the entire value chain.

THE POWER OF AI AGENTS: EFFICIENCY REDEFINED

The platform introduces a suite of specialized AI Agents, each designed to tackle complex, time-consuming tasks with surgical precision:

- **Intelligence at Your Fingertips:** The ProcureMate and SubConMate agents act as smart control panels, providing instant insights across Material Requisitions (MRs), Purchase Orders (POs), and subcontractor activity. These tools eliminate manual searching, pulling commercial and technical history in seconds to ensure data-driven decision-making.
- **Technical Precision & Compliance:** Our RevTrace agents (MRT and POT) provide bilingual, audit-ready comparisons of MR and PO revisions, capturing every scope change and quantity update. Additionally, the Document Gap Analysis Agent identifies critical changes in engineering specifications with unit- and tolerance-sensitive accuracy.
- **Workflow Acceleration:** The Comment Resolution (CRS) Agent and MR Analyst Agent automate the drafting, routing, and evaluation of technical documents, accelerating project closure while maintaining a rigorous audit trail.

OPERATIONAL IMPACT AND FUTUREPROOFING

The impact of this digital transformation extends beyond simple automation. By converting long emails, meetings, and complex documents into action-ready briefs through the AI-Powered Summarize Agent, we have reclaimed thousands of hours of productivity for our technical and commercial teams. Furthermore, the upcoming launch of the BidTab AI (BTAI) Agent will revolutionize our tendering process by autonomously analyzing scopes, SOWs, and T&Cs to produce finalized, high accuracy bid tabs. This proactive approach ensures that NMDC's supply chain remains resilient, transparent, and capable of supporting our most ambitious global projects with unprecedented speed and accuracy.

The Procurement & Supply Chain AI-Platform is more than a tool; it is a strategic asset that aligns our operational capabilities with our vision for Operational Excellence. By empowering our people with AI-driven insights and automated governance, we are ensuring that NMDC remains the partner of choice in an increasingly complex and fast-paced global market.

LEADING THE INDUSTRY INTO THE ERA OF AGENTIC AI

In 2025, we successfully moved beyond standard digitalisation to establish a world-class, in-house AI ecosystem. By deploying over 70 specialized AI Agents, we have fundamentally redefined how we manage complex engineering, procurement, and site operations. Our "Agentic AI" strategy does not merely automate tasks; it provides intelligent, autonomous support that enhances decision-making, improves project delivery speed, and sets new benchmarks for industrial safety and efficiency.

NMDC's AI roadmap is characterized by high-impact, proprietary platforms designed for the unique challenges of the EPC and marine sectors:

- **HSE AMAN 24/7:** Our pioneer AI solution for real-time hazard detection has reached new heights of maturity. Now adopted by other major EPC players and implemented across our Saudi Arabian operations, AMAN provides 24/7 vigilant oversight, ensuring the highest safety standards through computer vision and automated alerts.

- **NMDC 4.0 Platform:** Serving as our central intelligence hub, this platform integrates semantic search, chat agents, and summarisation tools across all departments, ensuring that the collective knowledge of the Group is accessible to every employee in seconds.

- **Yard Scan AI:** We have revolutionized yard logistics with a mobile-first AI tool. Using simple phone cameras, this system captures accurate metal tag data and tracks daily operations in real-time, eliminating manual entry errors and providing instant inventory transparency.

QUANTIFIABLE OPERATIONAL EXCELLENCE

The deployment of collaborative AI agents has delivered staggering improvements in man-hour efficiency and cost-saving across the project lifecycle:

- **Engineering Excellence:** The CRS Agent saves approximately 85,000 engineering hours annually. Processes that once took several weeks, such as document management and drawing comparisons, are now completed in just a few hours.

- **Procurement & Sourcing Intelligence:** The BidTab AI (BTAI) agent has transformed subcontractor evaluation. By reducing the time required to analyze proposals and produce structured bid tabs from 2 weeks to just 1 hour, we have achieved an annual value impact of approximately $0.9M in this department alone.

- **Proposal & Estimation**: Our estimation agents have slashed bid preparation times from 3 weeks to 1 hour, resulting in 83,000 man-hours saved per year, allowing our teams to respond to global tenders with unprecedented speed and accuracy.

INNOVATIONS IN QUALITY: THE FAHES PROJECT

NMDC continues to push the boundaries of Computer Vision and Machine Learning through the FAHES Projects. By utilizing robots and mobile cameras, we have automated the detection of:

- **Corrosion** on critical piping infrastructure.

- **Surface Defects** in valves and equipment. These hybrid models (Machine Learning + Reasoning) provide a level of quality assurance that far exceeds manual inspection, protecting our assets and ensuring long-term operational integrity.

A FUTURE-READY ORGANISATION

The integration of AI at NMDC is not just a technological upgrade; it is a cultural shift. Through our “AI End User” awards and internal training, we have fostered an environment where innovation is celebrated. By investing in hybrid models and collaborative agents, we are ensuring that NMDC remains the most technologically advanced and efficient player in the global market, ready to deliver the complex infrastructure of tomorrow.

Privacy and Data Protection: NMDC Energy maintains unwavering dedication to upholding exceptional standards of privacy and data protection for all stakeholder information. The company’s privacy and security framework operates through a comprehensive Privacy & Security strategy designed to meet international standards and regulatory mandates. This strategy functions under NMDC Group governance and is directed by an official Data Privacy and Information Security Policy, authorized by the Group CEO, which applies to all personnel, external contractors, suppliers, and consultants who handle NMDC Energy’s information systems and assets.

	2023	2024	2025
Total number of complaints received from outside parties and substantiated by the organisation	0	0	0
Total number of complaints from regulatory bodies	0	0	0
Total number of identified leaks, thefts, or losses of customer data	0	0	0

The Information Security Management System (ISMS) forms the foundation of NMDC Energy's data protection architecture. This system establishes comprehensive protocols for managing, monitoring, and continuously improving information security practices across the organization. Alignment with ISO 27001 standards and UAE Information Assurance regulations demonstrates NMDC Energy's commitment to global best practices and the protection of confidential information.

Strategic oversight of the ISMS resides with the NMDC Group Digital Transformation Committee, chaired by the Group CEO. This committee ensures the ISMS's strategic direction aligns with organizational objectives and that enterprise-level risk management principles are thoroughly embedded throughout NMDC Energy's operations.

NMDC Energy implements multiple technical and procedural safeguards to protect personal and confidential data:

- **Data Categorisation and Access Control:** Confidential information undergoes systematic classification, with access privileges limited exclusively to authorized individuals.
- **Cybersecurity Measures:** Ongoing investment in advanced cybersecurity solutions maintains strong defensive capabilities against potential security breaches.
- **Employee Awareness Programs:** Recurring training sessions and awareness campaigns cultivate an organisational culture of security consciousness and regulatory compliance.
- **Incident Management:** A formalized Information Security Incident Management Procedure facilitates rapid identification, assessment, and remediation of any privacy or security events.

Regular system and process audits are conducted to identify enhancement opportunities and strengthen resilience against emerging cyber threats. NMDC Energy's ongoing commitment includes plans to achieve ISO 27001 certification for its ISMS, further reinforcing the emphasis placed on maintaining rigorous privacy and security standards.

The company maintains a transparent and proactive approach to data privacy matters, with a record of zero reported privacy or security incidents. This steadfast commitment to information protection builds strong stakeholder confidence and reinforces NMDC Energy's reputation as a secure and reliable partner.

DRIVING SUSTAINABLE HORIZONS AT THE TRANSPORTATION AND CLIMATE CHANGE CONFERENCE (TACCC) (GROUP)

Chief Officer – Logistics & Technical Services delivered a keynote address at the prestigious Transportation and Climate Change Conference (TACCC). During his address, he shared vital insights into the future of the marine industry, specifically focusing on the urgent need to advance sustainability within maritime operations. He emphasized that the path to a low-carbon future is not a journey to be taken alone, highlighting two critical pillars for success:

- **Innovation:** Implementing cutting-edge technologies and modern technical services to reduce the environmental footprint of logistics.
- **Collaboration:** Fostering cross-industry partnerships to accelerate the development and adoption of global climate solutions.

As we continue to evolve our technical and logistical capabilities, his participation at TACCC reinforces our commitment to being at the forefront of the industry's green transition. We are dedicated to translating these insights into actionable strategies that drive meaningful change for the marine environment and the global climate.

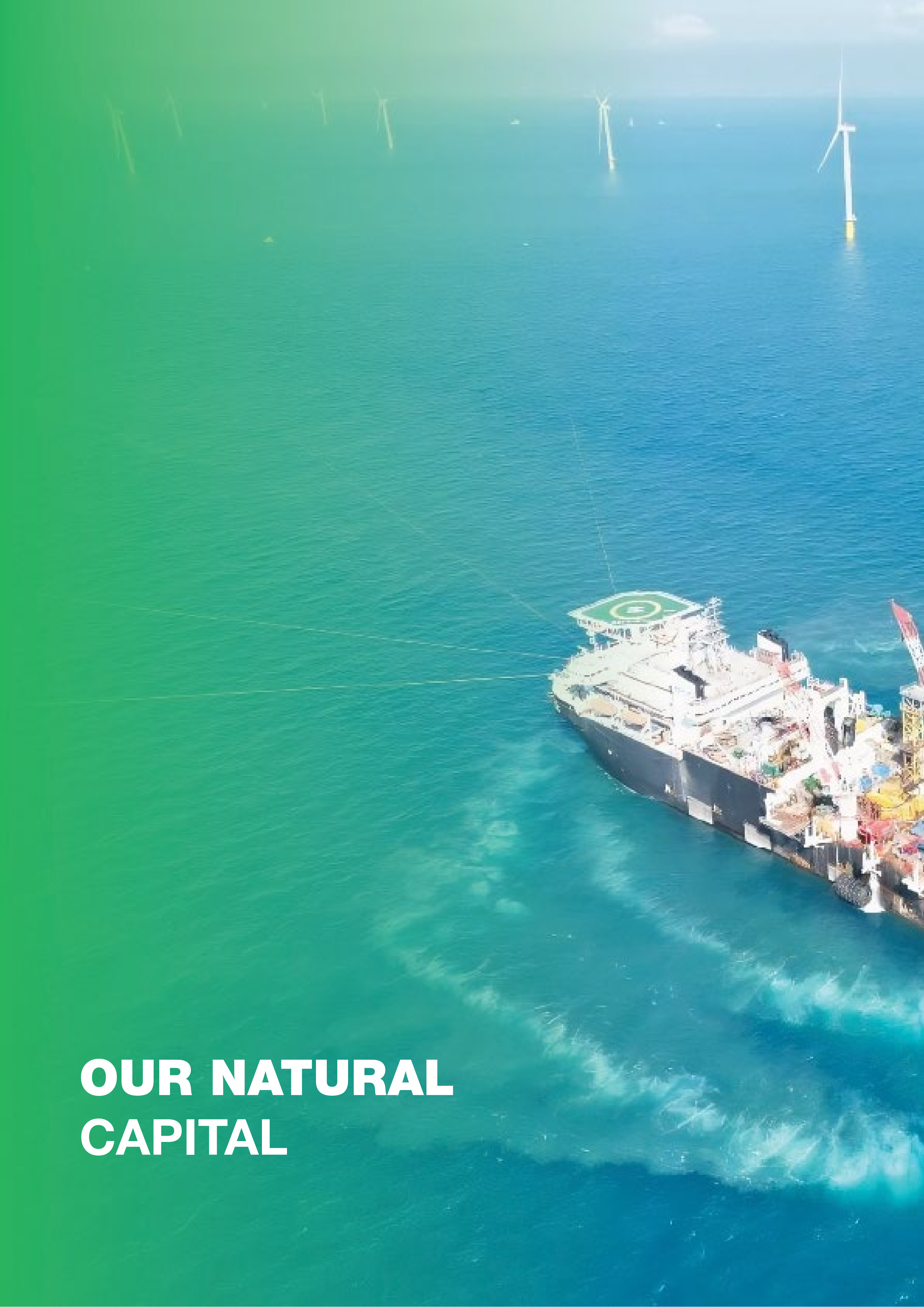
DATA-DRIVEN ESG LEADERSHIP AT ICASF 2025 IN ABU DHABI

We played a prominent role at the 3rd International Conference on Advancing Sustainable Futures (ICASF 2025), organized by Abu Dhabi University. Under the conference theme, "Shaping the Future: Synergies Between Nature, Technology, and Society," NMDC Group presented its innovative roadmap for integrating advanced technology into environmental stewardship. The Group's participation highlighted how it is moving beyond traditional sustainability reporting to a more sophisticated, evidence-based methodology for ESG management.

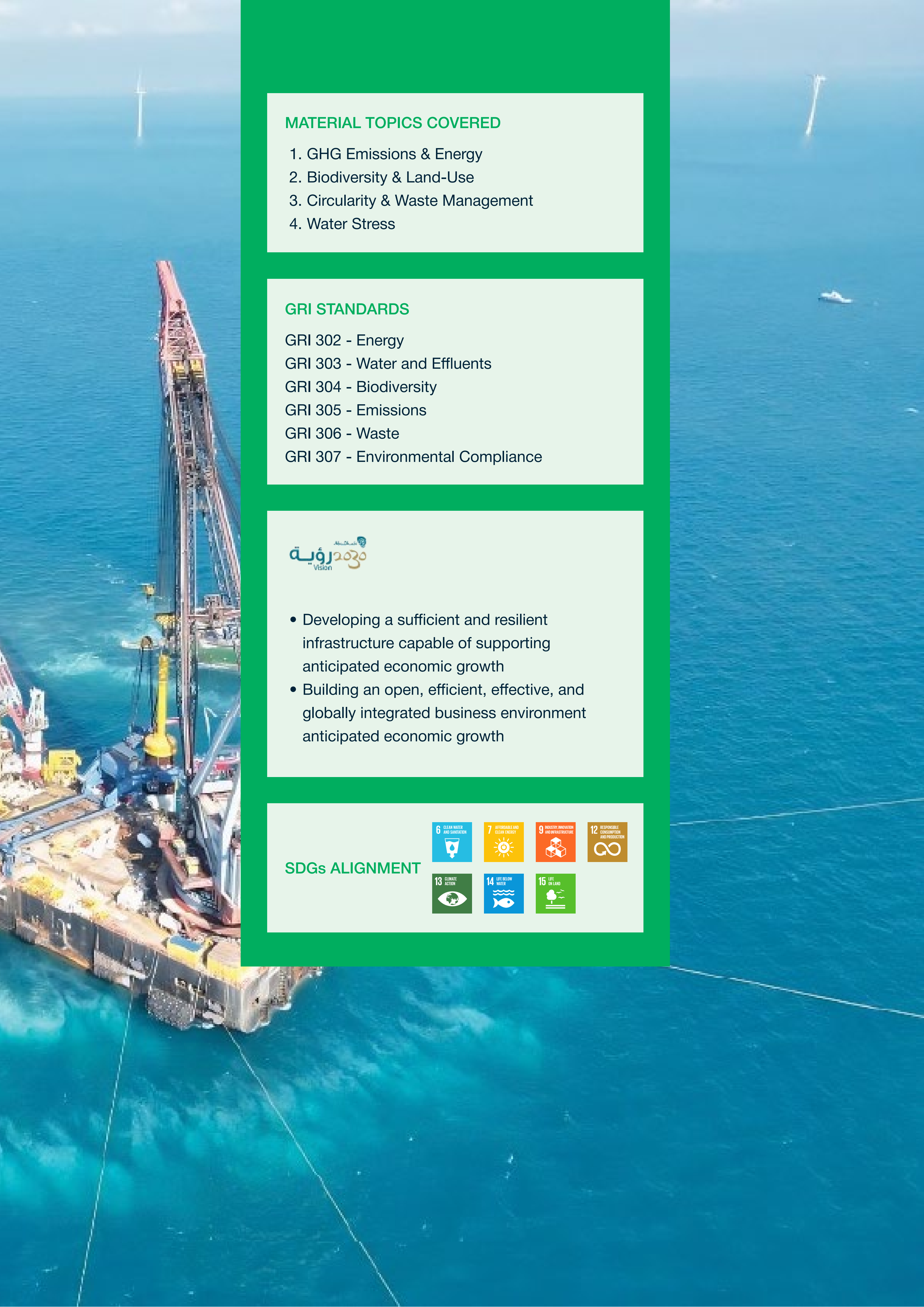
Key Highlights of the Group's Contribution:

- **Digital Tools & Advanced Analytics:** We shared insights into its use of proprietary digital platforms and advanced analytics to monitor carbon footprints across its massive fleet and global project sites in real-time.
- **Evidence-Based ESG Performance:** The Group demonstrated how it leverages data-driven insights to strengthen transparency and accountability, ensuring that every project—from dredging to offshore energy—aligns with the UAE Net Zero by 2050 strategic initiative.
- **Strategic Decision-Making:** By showcasing its transition to a data-centric model, we illustrated how evidence-based reporting empowers leadership to make informed, sustainable decisions that balance economic growth with ecological preservation.

Our participation in ICASF 2025 underscores our commitment to not just participating in the energy transition but leading it through innovation. By harnessing the power of digital tools and analytics, we are ensuring that our ESG performance is transparent, measurable, and directly linked to our core business strategy. This involvement reinforces our role as a key catalyst in Abu Dhabi's development and a global pioneer in the application of technology for a sustainable, resilient future.



OUR NATURAL CAPITAL



MATERIAL TOPICS COVERED

1. GHG Emissions & Energy
2. Biodiversity & Land-Use
3. Circularity & Waste Management
4. Water Stress

GRI STANDARDS

GRI 302 - Energy
GRI 303 - Water and Effluents
GRI 304 - Biodiversity
GRI 305 - Emissions
GRI 306 - Waste
GRI 307 - Environmental Compliance

- Developing a sufficient and resilient infrastructure capable of supporting anticipated economic growth
- Building an open, efficient, effective, and globally integrated business environment anticipated economic growth

SDGs ALIGNMENT

6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND

OUR NATURAL CAPITAL

GHG Emissions & Energy

CLIMATE SOLUTIONS AND ENERGY TRANSITION

NMDC Energy's procurement practices remain aligned with NMDC Group's commitment to embedding ESG principles across the supply chain. The company applies responsible sourcing standards, promotes transparency with suppliers, and reinforces expectations around environmental compliance and ethical conduct. By integrating ESG considerations into supplier evaluation and selection, NMDC Energy supports a supply chain that prioritizes sustainability and responsible business practices.

The company has long recognized the critical role it can play in addressing climate challenges. A major milestone in this journey has been the establishment of NT Energies, a joint venture with Technip Energies launched in 2022. Through this partnership, NMDC Energy is expanding its role beyond conventional energy services to include services in the blue and green hydrogen sector, carbon capture and related decarbonisation projects, and sustainable energy solutions. The partnership enables NMDC Energy to leverage emerging opportunities across the Gulf region and beyond, positioning the company at the forefront of the evolving energy landscape and reinforcing its contribution to global climate efforts.

Through NT Energies, NMDC Energy is deepening its access to low-carbon technologies and specialized climate expertise. The venture supports the development of solutions such as carbon capture, renewable energy integration, and climate-resilient project design. In doing so, NMDC Energy is increasingly positioned as a partner of choice for clients pursuing decarbonisation pathways. This approach strengthens the company's own sustainable energy capabilities while contributing to broader climate transition efforts and opening new avenues for long-term commercial growth.

NMDC Group, participated in the ADIPEC Leadership Roundtable, held under the theme "Advancing Growth through Innovation, Low-Carbon Energy and Decarbonisation". The 2025 roundtable, titled "Catalyzing Growth through Innovation, Low-Carbon Energy and Decarbonisation", brought together leaders from around the world's energy and industry who shared insights on the future trajectory of the global energy sector.

The group's commitment to the UAE's Net Zero by 2050 ambition earned it top-tier accolades for environmental stewardship:

CARE BY trescon

Climate Action & Renewable Energy (CARE) Award – Energy Category: Awarded for leadership in decarbonisation and renewable energy integration. NMDC Group was specifically recognized for its impactful renewable energy projects and its role in lowering the carbon intensity of traditional oil and gas operations.

Futurescaper

Futurescaper Middle East 'Sustainability 2040 Awards': Validating the group's "2040 Vision," this award confirms that sustainability is not just a policy but a core business strategy, ensuring project excellence is balanced with long-term ecological responsibility.

GRA

Global Recognition Award 2025: This honor highlights NMDC's holistic approach to responsible growth, bolstered by its MSCI rating, which places the group in the high tiers of global companies managing ESG risks.

ENERGY MANAGEMENT

NMDC Energy is also advancing efforts to reduce its own greenhouse gas emissions and improve energy efficiency across operations. Reducing environmental impact is embedded in how the company plans and manages its activities, with energy considerations increasingly integrated into routine operational decision-making. This reflects NMDC Energy's commitment to align with evolving climate risk mitigation practices and industry best standards while maintaining strong operational performance.

These efforts are guided by the NMDC Group QHSE Policy, which outlines commitments to environmental stewardship, pollution prevention, and responsible resource use. The policy provides the overarching framework for managing environmental impacts and regulatory compliance across all business units. Within this framework, NMDC Energy continues to implement its Energy Management Plan, which focuses on continuous improvement in energy performance and emissions reduction rather than simply meeting compliance requirements.

In the past year, our commitment to decarbonisation and operational excellence has transitioned from ambitious targets to measurable, field-proven results. By integrating advanced hybrid energy solutions and digital monitoring across key operational sites, we are not only future-proofing our energy infrastructure but also significantly reducing our environmental footprint in alignment with global sustainability standards.

We continue to strengthen our position as an industry leader in sustainable operations through the implementation of high-impact energy efficiency initiatives. By integrating advanced digital controls, high-efficiency equipment and renewable-ready infrastructure, the Group has achieved measurable reductions in energy consumption, operating costs and carbon emissions. These initiatives reflect a holistic approach to future-proofing assets while maintaining high standards of operational excellence.

INFRASTRUCTURE AND HVAC OPTIMISATION

Recognizing climate control as a major contributor to energy demand, NMDC Group implemented comprehensive upgrades across accommodation facilities.

- **HVAC Modernisation:** Conventional window air-conditioning units were replaced with ESMA-certified 4- and 5-star inverter-type systems. This resulted in a year-on-year electricity reduction of 792,671 kWh, representing a 27.1% improvement in energy efficiency.
- **Smart Lighting:** Sodium vapor tower lights were replaced with high-efficiency LED fixtures, reducing the connected load from 264 kW to 110 kW. This delivered a 58% energy saving while improving illumination levels and enhancing site safety.

INDUSTRIAL PROCESS AND COMPRESSED AIR EFFICIENCY

Efficiency improvements were extended to industrial systems through the deployment of the Optimizer 4.0 solution for compressed air operations.

- **Pressure Optimisation:** Intelligent controllers reduced system pressure setpoints from 8.5 bar to 6.5 bar, achieving a 16% reduction in compressor energy consumption within one month.
- **Advanced Welding Technology:** Conventional welding machines were replaced with CST-280 inverter models, resulting in over 50% reduction in power consumption. Additional benefits included an improved power factor of approximately 0.99 and a significant reduction in equipment weight from 370 kg to 13 kg, improving operational safety and mobility.

DECARBONIZING COMMISSIONING OPERATIONS

A major milestone during the year was the elimination of diesel usage during testing and commissioning activities.

- **Static Frequency Converters:** Diesel generators were replaced with Static Frequency Converters and grid power, achieving a complete elimination of diesel consumption for these operations.
- **Economic and Environmental Impact:** Operating costs were reduced by 62–75%, with diesel savings of 81–165 liters per hour. This transition reduced emissions, lowered mechanical wear and provided a more stable power supply for sensitive commissioning activities.

EFFICIENCY THROUGH HYBRID INNOVATION

At the Al Fattan Office, our energy system has set a new benchmark for stability and efficiency. By leveraging a sophisticated hybrid setup, we have achieved a 99.9% uptime, ensuring uninterrupted power for critical office operations. The system is defined by its high-performance daytime operations, achieving approximately 95% solar penetration during peak hours. This reliance on renewable energy has led to a ~30% reduction in fuel consumption, translating to a projected saving of 220 tons of CO_2 over the system's lifetime. Central to this success is our fully digitalized infrastructure. With real-time remote monitoring, maintaining a seamless balance between reliability and environmental responsibility.

Our energy solution at the Ruwais Liquefied Natural Gas (LNG) Camp exemplifies our ability to deliver large-scale sustainable power under the most stringent industry requirements. Designed to meet 70% of the site's daytime energy demand through solar power, the project is on track to eliminate roughly 450 tons of CO_2 over its duration. This facility represents more than just carbon reduction; it is a testament to our adherence to the highest ADNOC standards. Every aspect of the design, implementation, and operation is governed by rigorous HSE protocols and a commitment to 99.9% uptime. Through active management and continuous performance monitoring, we ensure that the LNG Camp receives a stable, compliant, and high-quality power supply. By merging cutting-edge green technology with world-class safety and operational standards, we continue to support critical infrastructure with integrity and innovation.

Through these initiatives, NMDC Group demonstrates that sustainable operations are driven by data-led decision-making, innovation and technical discipline. By optimising energy use and fuel consumption across its operations, the Group continues to enhance resilience, regulatory compliance and long-term operational performance.

Led by the Onshore Electrical and Automation Division, the plan targets a 25–30% improvement in energy efficiency in yard operations by 2027. Progress made in 2025 demonstrates ongoing momentum towards this goal,goal; key components include:

1. Static Frequency Converter (SFC) Integration
In 2023, NMDC Energy replaced diesel generators with SFCs to power idle barges at jetties. Connecting barges directly to the power grid reduced fuel use, emissions, and noise, while improving energy reliability during testing and commissioning activities. This shift continued to deliver strong operational and environmental benefits in 2025:

- Energy reduction: 20–30% lower energy consumption for barge and commissioning operations.
- Cost efficiency: 40–50% reduction in operating costs driven by decreased diesel use and maintenance.
- Emissions reduction: 60–80% reduction in carbon emissions by shifting from diesel generators to cleaner grid power.

2. Energy-Efficient Upgrades
Significant investments are being made in energy-efficient infrastructure to enhance overall operational performance:

- LED lighting retrofit: Replacement of traditional fixtures with LED systems across fabrication yards and offices to lower electricity consumption and maintenance costs.
- Motor-Driven Gas Compressors: Replacement of gas-turbine compressors with high-efficiency synchronous electric motors, reducing GHG emissions and improving overall power-network efficiency.

• Onshore Power via Subsea Cables: Offshore platforms now receive power from onshore utilities through Extra-High-Voltage (EHV) subsea cables, eliminating the need for gas-turbine generators and reducing fuel use.

• Solar Power for Block Valve Stations: Solar panels installed at remote block valve stations supply clean energy for electrical operations, reducing fossil-fuel dependency.

• Passive-Cooled Shelters: Passive-cooled enclosures for electrical and instrumentation equipment use natural air and water circulation instead of HVAC systems, cutting power demand and indirect emissions.

• Replacement of Conventional Window A/C Units with Inverter-Type High-Efficiency Units: old window A/Cs were replaced with inverter-based 4- and 5-star units certified by ESMA, a substantial reduction in energy consumption was achieved across accommodation buildings.

• Deployment of Electric Air Compressor - Optimizer 4.0 Controllers: Optimized system pressure and reducing the setpoint from 8.5 bar to 6.5 bar.

• Tower lights: All sodium vapor tower lights were replaced with high-efficiency LED fixtures, resulting in both energy and performance improvements.

• Pumps replacement: The existing fixed-speed chilled water pumps were replaced with high-efficiency VFD smart pumps (IE4/IE5) to improve energy performance and operational control.

• Welding machines replacement: Replaced SRH-444 rectifier welding machines with CST-280 inverter units cut power consumption by over 50%, improved power factor, and enhanced operational efficiency and safety.

• Diesel use elimination: Used Static Frequency Converters and grid power instead of diesel generators for commissioning eliminated diesel use, reduced emissions, while providing safer and more stable power.

3. Renewable Energy Expansion

NMDC Energy is progressing with plans to install a 50–100 kW solar power system to supply selected office facilities, reducing dependency on traditional grid electricity and lowering carbon emissions through renewable energy use. This initiative reflects the company's ongoing efforts to integrate clean energy into its operations and minimise environmental impact. In recognition of these efforts, NMDC Energy has been awarded Category A status under Abu Dhabi's Energy Tariff Incentive Program (ETIP), securing preferential tariff rates and demonstrating how sustainability measures can also enhance cost efficiency.

Moreover, NMDC Energy is collaborating with joint-venture partners to develop a green-hydrogen project that will generate hydrogen from seawater through electrolysis for use as clean fuel. This initiative reflects the company's long-term commitment to low-carbon innovation and advancing the transition toward sustainable energy systems.

EMISSIONS MANAGEMENT AND GHG INVENTORY

In 2025, NMDC Energy continued to build on the GHG emissions inventory initiated across NMDC Group, which established a consolidated baseline using 2023 data and included full inventories for the past three years. Developed in alignment with the GHG Protocol, the inventory covers Scope 1 (direct emissions), Scope 2 (purchased electricity), and relevant Scope 3 categories associated with operations not directly owned or controlled by the company. This provides a complete view of NMDC Energy's emissions profile across all operational areas.

In addition, NMDC Energy has been working alongside NMDC Group to interpret the data and identify where emissions are concentrated. This has included assessing practical and high-impact opportunities to reduce emissions while maintaining operational reliability and efficiency. The focus remains on gradual, realistic emissions reduction measures that support long-term climate goals and operational performance.

Through routine monitoring of its emissions profile and careful evaluation of reduction pathways, NMDC Energy is working to lower its climate impact while remaining aligned with NMDC Group's long-term sustainability direction.

NAVIGATING TOWARDS NET-ZERO: INTEGRATING EFMS AND BIO-CATALYTIC ADDITIVES FOR SUSTAINABLE FLEET OPERATIONS

As the maritime industry faces intensifying pressure for decarbonisation, achieving improvements in fuel efficiency is paramount for operational resilience and environmental compliance. NMDC implemented an Electronic Fuel Monitoring System (EFMS) across a fleet of 35 support craft vessels, including Tugs, Multicats, and Landing Craft Tanks (LCTs), paired with the introduction of bio-catalytic fuel additives. The methodology utilized a phased approach, first establishing a stabilized, high-precision baseline of fuel consumption data through the EFMS to ensure the integrity of subsequent performance metrics. Following the commissioning of the digital monitoring infrastructure, controlled trials of bio-catalytic additives were conducted and monitored in real-time. The results, derived from validated EFMS data, demonstrate a significant breakthrough in fleet performance: the introduction of the M-Power additive yielded a 12.42% reduction in fuel consumption and a corresponding 12.42% decrease in overall emissions, including a 7% reduction in CO2 and 6% in NOx.

Beyond environmental gains, the technical analysis confirmed enhanced engine health, characterized by cleaner combustion chambers and manifolds. From a financial perspective, a rigorous cost-benefit analysis reveals that despite the additive costs, the fleet achieved a net saving of 8.96%. It indicates the synergy between real-time digital monitoring and bio-catalytic technology providing a scalable, future-proof roadmap for maritime operators to achieve operational excellence while advancing toward net-zero targets.

ENGINEERING THE FUTURE OF SUSTAINABILITY

Sustainability is not a peripheral goal; it is a fundamental engineering discipline. Throughout 2025, our Engineering Department has successfully integrated green technologies and digital innovations into our core project workflows. By moving away from traditional fossil-fuel-dependent systems and embracing high-efficiency electrical and AI-driven solutions, we are significantly reducing GHG emissions and setting new standards for the energy sector.

LOW-CARBON OFFSHORE & ONSHORE INFRASTRUCTURE

Our recent major projects, particularly in collaboration with ADNOC, demonstrate a shift toward low-emission industrial design:

- **Electrification of Assets**: In the Lower Zakum EPS 2 project, we transitioned from traditional Gas Turbine-driven compressors to high-efficiency Motor-Driven Gas Compressors. These electrical synchronous motors not only eliminate direct GHG emissions but also improve the power factor, reducing overall losses across the electrical network.

- **Subsea Power Integration:** We are pioneering the use of EHV subsea cables to provide onshore utility power to offshore Process and Production Platforms. This "Power-from-Shore" approach eliminates the need for offshore gas turbine generators, drastically cutting the carbon intensity of offshore operations.

- **Renewable-Powered Infrastructure:** For the ESTIDAMA project, we have implemented Solar-powered Block Valve Stations and Passive Cooled Shelters. These designs allow for autonomous operation in remote locations without the need for traditional power grids or high-energy-consumption HVAC systems.

PIONEERING GREENER ENERGY: THE GREEN HYDROGEN FRONTIER

NMDC is actively positioning itself as a leader in the energy transition. We are currently in the bidding stage for a landmark Green Hydrogen Project for Emirates Steel, collaborating with JV partners and specialized technology licensors. This venture underscores our ambition to transition from traditional marine engineering to becoming a critical enabler of the zero-carbon hydrogen economy.

DIGITAL ENGINEERING: EFFICIENCY AS A SUSTAINABILITY DRIVER

Sustainability is equally achieved through the optimisation of human and material resources. Our “Engineering 4.0” digital initiatives have delivered substantial resource savings:

- **AI-Powered Specifications Comparison:** We have deployed an advanced AI tool that automatically compares different versions of client specifications. This initiative saves an average of 1,000 man-hours per project and significantly reduces paper waste by eliminating the need for hard-copy reviews.

- **Automated CRS:** By using software to automatically tabulate client comments from PDF drawings into project formats, we have improved accuracy and efficiency. This tool saves approximately 6,000 man-hours in a typical project with 3,000 deliverables, allowing our engineers to focus on high-value design optimisation.

The Engineering Department’s commitment to sustainability is defined by a dual approach: deploying clean-energy hardware in the field and utilizing intelligent software in the office. Through these combined efforts, we are not just delivering infrastructure; we are engineering a more efficient, lower-carbon future for the global energy industry.

Energy Consumption Data

Sum of Energy Value [GJ]			
	2023	2024	2025*
Direct Energy Consumption	**1,873,813.35**	**4,721,246.85**	**6,245,461.58**
Diesel (100% mineral diesel)	146,121.79	51,003.85	213,428.30
Marine fuel oil	1,596,086.41	0.00	0.00
Marine gas oil	111,626.84	4,668,145.50	6,028,173.69
Petrol (100% mineral petrol)	19,978.32	2,097.49	3,859.59
Indirect Energy Consumption	**284,805.28**	**216,557.64**	**245,190.91**
Electricity	284,805.28	216,557.64	245,190.91
Total	**2,158,618.63**	**4,937,804.49**	**6,490,652.49**

* 2025 data was available up to October and has been extrapolated for the remaining two months of the year.

GHG Emissions Data

GHG Emissions (tC02e)*				
Scope	Category	2023	2024	2025**
Scope 1	Stationary Combustion	9,279.00	3,796.29	11,285.51
	Mobile Combustion	132,234.00	353,865.00	415,310.59
	Fugitive Emissions	22,626.00	12,583.44	18,273.52
Scope 2	Purchased Electricity (location-based)	32,998.00	22,738.55	29,625.68
	Purchased Electricity (market-based)	32,998.00	22,738.55	29,625.68
Scope 3	Purchased Goods and Services †‡	531,911.00	740,060.00	431,646.10
	Capital Goods †	56,732.00	50,766.45	67,545.41
	Fuel- and Energy Related Activities Not Included in Scope 1 or Scope 2	37,827.00	21,719.12	112,469.69
	Upstream Transportation and Distribution (WTW) ¶	333.00	2,974.63	2,040.90
	Waste Generated in Operations	2,453.00	2,581.66	22,222.38
	Business Travel (WTW) §	1,550.00	1,357.42	996.45
	Employee Commuting (WTW)	28,097.00	N/A	N/A
Total		**856,041.00**	**1,212,442.56**	**1,111,416.24**

* The emissions inventory provides an overview of NMDC Energy's emissions as a standalone entity. Due to the nature of our projects, a geographic breakdown is not feasible. As such, the figures presented reflect the total emissions from all activities and operations conducted in 2024 and 2025.

** 2025 data was available up to October and has been extrapolated for the remaining two months of the year.

† Given that many of our operations involve shared corporate services with NMDC D&M under NMDC Group, certain emissions cannot be fully disaggregated between the respective business units. Readers are encouraged to refer to NMDC Group's Integrated Report for a comprehensive GHG inventory at the group level.

‡ Only material- and G&A costs can be disaggregated among NMDC D&M and NMDC Energy. Thus, some spending data is accounted for at the group level. Please refer to NMDC Group's Integrated Report 2024 for the full overview.

¶ Upstream Transportation and Distribution covers emissions associated with upstream transportation and distribution by road.

§ Business Travel (WTW) only covers emissions associated with flights taken by NMDC Energy employees.

GHG Emissions Data Summary

Scope	Unit	2023	% contribution	2024	% contribution	2025*	% contribution
Scope 1	MTCO2e	164,139.00	19.17%	370,244.73	30.54%	444,869.62	40.03%
Scope 2		32,998.00	3.85%	22,738.55	1.88%	29,625.68	2.67%
Scope 3		658,903.00	76.97%	819,459.28	67.59%	636,920.93	57.30%

* 2025 data was available up to October and has been extrapolated for the remaining two months of the year.

GHG Emissions Intensity Data

Total Emissions Intensity (tCO2e/ Revenue AED'000)	2023	2024	2025
Scope 1 Intensity	0.0207	0.0256	0.0238
Scope 2 Intensity	0.0042	0.0016	0.0016
Scope 3 Intensity	0.0831	0.0567	0.0341

ENVIRONMENTAL COMPLIANCE MANAGEMENT

NMDC Energy is committed to full compliance with applicable environmental laws and regulations, supported by proactive measures to prevent non-compliance. As a result, the company maintained a clean record with no environmental fines or sanctions, reflecting its continued commitment to responsible and compliant operations across all regions.

Environmental Compliance Records

	Non-compliance with Environmental Laws and Regulations		
	Total Monetary Value of Significant Fines (in AED)	**Total Number of Non-Monetary Sanctions**	**Cases Brought through Dispute Resolution Mechanisms**
2023	0	0	0
2024	0	0	0
2025	0	0	0

NMDC Energy maintains a clear compliance management framework that emphasizes early risk detection, adherence to policies and regulations, and fostering environmental responsibility among employees. This framework is supported by three key ongoing practices:

- Risk Identification and Mitigation: QHSE teams routinely undertake environmental risk assessments and monitoring activities to identify and address potential compliance issues at an early stage. This proactive approach helps prevent disruptions and ensures that environmental risks are effectively managed throughout operations.
- Regular Audits and Compliance Checks: Internal audits and site evaluations are carried out on a regular basis to verify compliance with regulatory requirements and internal standards. Findings from these audits support continuous improvement and reinforce accountability across NMDC Energy's operational sites.
- Workforce Training and Engagement: Employees receive regular environmental training through induction sessions, awareness workshops, and role-specific programs. These trainings help ensure personnel understand their environmental responsibilities and the regulatory expectations associated with their work, strengthening the culture of sustainability and compliance across the business.

TRANSITION TO ELECTRIC-POWERED YARD EQUIPMENT

Overview

NMDC Energy is replacing combustion engine equipment with electric-powered alternatives at the Mussafah Fabrication Yard to reduce fuel consumption, lower emissions, and enhance operational efficiency. This initiative aligns with NMDC Energy's commitment to energy efficiency and supports the Group's broader decarbonisation ambitions.

Implementation Highlights

- A rail-mounted tower crane and an overhead crane replaced two crawler cranes and two mobile cranes, improving lifting efficiency and reducing emissions.
- Nine gantry cranes were introduced in assembly areas, replacing thirteen crawler and mobile cranes, while two large pre-assembly workshops (36m x 140m x 16m) were established to enable under-roof operations and safer lifting conditions.
- Eight overhead cranes within these workshops replaced twelve crawler and mobile cranes.
- Additionally, nine battery-driven transfer cars now replace forklifts, cranes, and trucks for internal movement, and forty-eight combustion-driven compressors were replaced with electric screw compressors, further improving operational energy efficiency.

Efficiency and Operational Benefits:

- Reduced diesel usage across yard operations.
- Lower maintenance requirements compared to combustion engine machinery.
- Improved energy control and safer working conditions due to reduced emissions and noise.

Biodiversity & Land-Use

NNMDC Energy maintains an unwavering focus on biodiversity protection, prioritizing the conservation of ecosystems and natural habitats within its operational footprint. Our biodiversity framework operates within the broader environmental governance structure established by NMDC Group, while remaining specifically adapted to the distinctive ecological considerations relevant to our activities.

Our biodiversity stewardship encompasses comprehensive management protocols and conservation initiatives that reflect the principles embedded in our QHSE Policy. This policy, which carries the endorsement of NMDC Group's Chief Executive Officer, establishes clear directives for environmental stewardship, pollution mitigation, and ecosystem protection across our operations.

To support a structured approach to biodiversity management NMDC Energy has a standalone biodiversity plan to guide biodiversity-related actions.

Demonstrating strong environmental leadership, NMDC Energy's CEO has issued an official corporate memo reinforcing the company's commitment to marine ecology protection, specifically focusing on the protection of turtle nesting habitats across all NMDC Energy projects. Aligning with NMDC Energy's vision of achieving Zero Harm to the Environment and supporting the UAE's national biodiversity conservation goals.

NMDC Energy integrates these policy commitments into operational practice through systematic approaches to minimize ecological harm. We employ Environmental Impact Assessments (EIAs), executed by accredited consulting firms, to evaluate and address potential biodiversity implications of our activities. These assessments undergo rigorous review and receive authorisation from competent regulatory bodies, including the Environment Agency of Abu Dhabi (EAD), ensuring our operations meet established environmental standards and contribute to the preservation of natural habitats.

PARTNERSHIPS FOR CONSERVATION AND ECOSYSTEM PROTECTION

We have significantly advanced our environmental mission by entering into a landmark five-year strategic collaboration agreement with the EAD. Our environmental monitoring programs assess impacts on marine species, seagrass meadows, and ecologically sensitive areas, with protective measures such as turbidity barriers and time-based operational restrictions deployed to shield at-risk species.

The agreement establishes a robust framework covering 13 key areas designed to address the most pressing challenges facing the Emirate's waters. The collaboration focuses on:

- **Pollution Mitigation:** Implementing strategies to protect the marine environment from industrial and plastic pollution.
- **Climate Change Resilience:** Developing initiatives to safeguard marine ecosystems against the impacts of a changing climate.
- **Natural Resource Management:** Ensuring the sustainable use and protection of Abu Dhabi's marine natural resources and biodiversity.

This strategic alliance directly bolsters NMDC's existing commitment to "Zero Harm" and its support for EAD's ongoing conservation initiatives. A primary focus of these efforts is the protection of the Green Turtle (Chelonia mydas), which serves as a vital guardian of seagrass biodiversity.

Through this partnership, we reinforce several critical biodiversity actions:

- **Rescue and Rehabilitation:** Providing active support for the recovery of stranded or injured marine turtles.
- **Habitat Safeguards:** Implementing turtle-safe operational practices and strict nesting protection guidelines across all offshore project sites.
- **Data and Monitoring:** Offering technical data and monitoring support to assist the EAD in tracking marine ecosystem health.
- **Marine Observation:** Utilizing certified Marine Mammals and Reptiles Observers (MMRO) onboard vessels to ensure industrial activities do not interfere with local wildlife.

By aligning with the EAD, we are not only complying with regulatory standards but is taking a proactive leadership role in environmental stewardship. This five-year commitment ensures that marine conservation is deeply integrated into the Group's long-term operational planning, proving that large-scale infrastructure and industrial growth can coexist with the preservation of fragile marine ecosystems.

MINIMIZING OPERATIONAL IMPACTS ON BIODIVERSITY

Our operational framework emphasizes biodiversity preservation through strategic planning and rigorous management protocols. Compliance with the UAE's clean fuel regulations, particularly ultra-low sulfur specifications, enables emissions reduction and supports atmospheric quality improvement. Our vessel fleet maintains full emergency response readiness, supported by a comprehensive environmental risk tracking system that monitors and addresses potential ecological impacts.

In select operations, NMDC Energy deploys Dynamically Positioned (DP) vessels as alternatives to conventionally moored units that depend on seabed anchoring systems and supplementary anchor-handling support vessels. This methodology reduces marine traffic associated with anchoring activities and limits seabed interference. DP technology substantially decreases operational effects on marine biodiversity by eliminating physical habitat disruption, thereby reducing wildlife disturbance and advancing marine environmental sustainability.

NMDC Energy conducts regular noise monitoring across all project sites and operational facilities as part of its commitment to environmental protection and workplace safety. Monitoring is performed using calibrated sound level meters at key locations, including construction areas, equipment zones, workshops, and accommodation camps. All data is recorded, analyzed, and reported under the Environmental Management Plan and ISO 14001:2015 framework. Continuous monitoring and periodic reviews ensure that noise levels remain within acceptable limits, safeguarding employee health and the well-being of surrounding communities.

A FRAMEWORK FOR PROTECTION

The agreement establishes a robust framework covering 13 key areas designed to address the most pressing challenges facing the Emirate's waters. The collaboration focuses on:

- **Pollution Mitigation:** Implementing strategies to protect the marine environment from industrial and plastic pollution.
- **Climate Change Resilience:** Developing initiatives to safeguard marine ecosystems against the impacts of a changing climate.
- **Natural Resource Management:** Ensuring the sustainable use and protection of Abu Dhabi's marine natural resources and biodiversity.

KEY BIODIVERSITY INITIATIVES

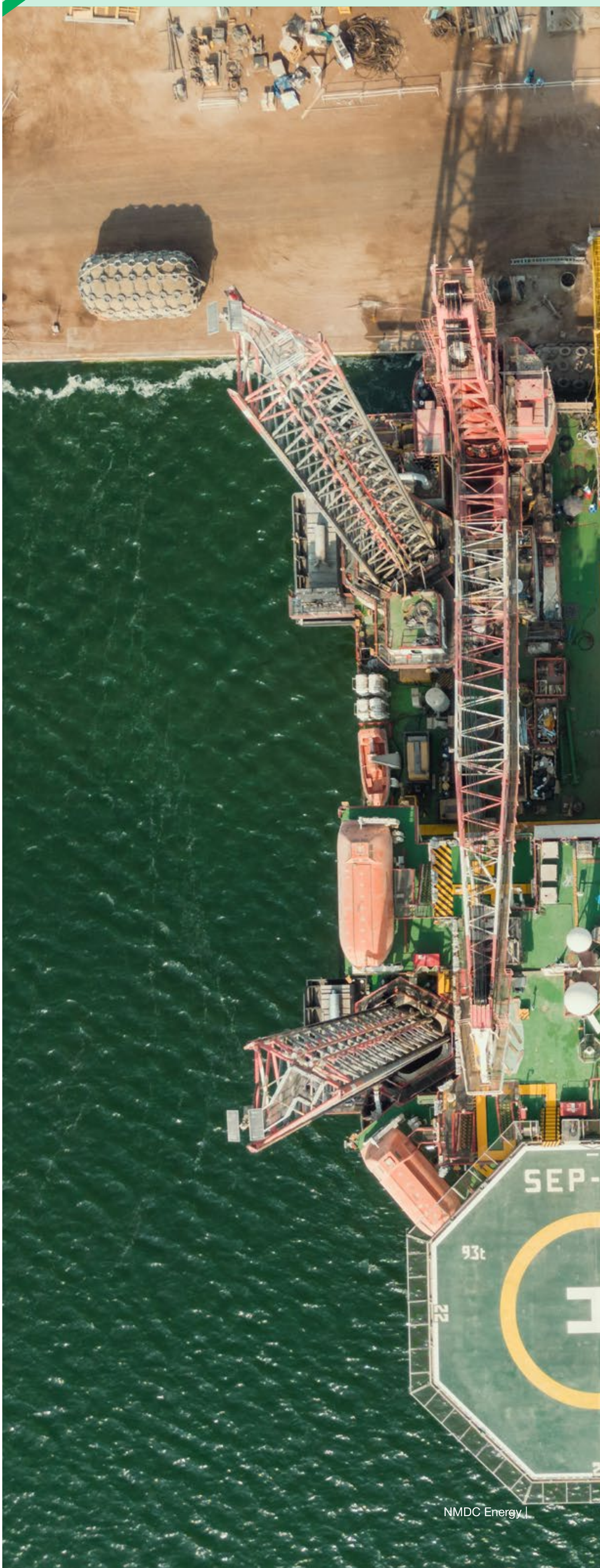
NMDC Energy advances wildlife protection and ecosystem health through focused conservation programs:

- Strategic Nesting Infrastructure: NMDC Energy deployed 135 specialized nesting structures to support indigenous avian species, including ospreys, enabling essential natural activities such as roosting, foraging, and reproduction.
- Osprey Nesting Poles: NMDC Energy has installed over 30 osprey nesting poles across Arzanah, Zirku, and Das Islands to support avian conservation. These elevated, predator-proof structures provide safe nesting sites near coastal habitats, encouraging breeding and population growth. Regular monitoring ensures nests remain secure, reinforcing NMDC Energy's commitment to biodiversity protection.
- Seasonal Habitat Safeguarding: Throughout turtle breeding and emergence periods, NMDC Energy implements protective protocols to reduce interference with vulnerable coastal zones, preserving these protected environments from operational disruption.
- Habitat Restoration and Conservation: NMDC Energy active participation in ecosystem restoration and conservation strengthens regional biodiversity. Supporting environmental recovery initiatives and advancing regional conservation objectives, NMDC Energy established 40,000 mangrove saplings in 2025. These mangroves have the potential to capture approximately 492 metric tons of CO_2 every year.
- "Adopt a Plant" Initiative: To mark International Biological Diversity Day, NMDC Energy, in collaboration with Saudi Aramco, launched the Adopt a Plant campaign under the Zuluf AH West & East Oil Facilities project. The initiative encouraged employees to adopt indoor plants, promoting biodiversity awareness, improving air quality, and fostering sustainable habits across workplaces and homes.
- Terrestrial Ecology & Land Use Management: NMDC Energy land-use planning optimizes project siting while reducing ecological footprint. Restoration activities, including native species propagation and erosion control measures, sustain biodiversity integrity.
- Water & Air Quality Monitoring: Comprehensive environmental quality surveillance systems are integrated across our operations to protect both community health and natural systems. These monitoring networks ensure adherence to international and domestic environmental standards while generating critical data for ongoing performance enhancement.
- Spill Response: Acknowledging the environmental vulnerabilities inherent in offshore and coastal activities, NMDC Energy maintains a specialized Emergency Response Team with advanced training in rapid containment and remediation of petroleum or hazardous substance releases. This capability ensures environmental impact minimisation and regulatory conformance.
- Beach Clean-Ups: 17]coastal beach clean-ups were held across project sites, removing waste and promoting employee engagement in environmental conservation. In collaboration with Saudi Aramco, we conducted a massive Beach Cleanup Day titled

'Leave Only Footprints' for the CRPO-136/137 project. This initiative was designed to raise awareness about coastal ecosystem preservation and reinforce shared accountability between partner organisations.

- Greener NMDC Tree Plantation & Adopt-a-Plant Campaign: Over 100 trees were planted within NMDC Energy's premises, and employees participated in an indoor plant-adoption initiative to enhance workplace greenery and awareness.
- Tree Plantation Campaign – KSA: This campaign was held at the SFNY area under the OffMPPD Aramco projects, supporting the Saudi Green Initiative and Aramco's sustainability objectives. The event involved Aramco and NMDC Energy management, promoting environmental responsibility while contributing to enhanced green cover, ecosystem resilience, and regional biodiversity. A total of 2,000 trees will be planted under this initiative.
- Sustainable Transportation: In alignment with World Sustainable Transport Day, our teams in KSA launched a Traffic Safety and Sustainability Campaign. This program promoted sustainable transportation practices and reinforced the organisation's commitment to reducing the environmental footprint of our logistics and community operations.

These programs demonstrate NMDC Energy's commitment to preserving biodiversity within our operational sphere and cultivating sustainable conditions for indigenous wildlife.



Turtle Nesting and Rescue Program

Building on the company's conservation initiatives last year, NMDC Energy continued to advance its commitment to marine biodiversity through the enhancement of its Turtle Nesting and Rescue Program. This ongoing initiative aims to protect vulnerable sea turtle populations during the critical nesting and hatching season, from May to September. In 2024, the company expanded its protective measures to further minimize disturbance from industrial activities and environmental pressures. These measures included the identification and demarcation of potential nesting areas with clear signage, the temporary suspension of operations near active nesting sites to ensure a safe environment for turtles and hatchlings, and the rescue and rehabilitation of injured or stranded turtles. Through these sustained efforts, NMDC Energy continues to strengthen its role in marine conservation and promote ecological balance within the coastal ecosystems where it operates

Turtle Nesting and Rescue Program

- **Rescue and rehabilitation of stranded turtles.**
- **Habitat protection and turtle-safe operational practices.**
- **Monitoring and data support in marine projects.**
- **Awareness drives and beach cleanups under corporate sustainability programs.**
- **MMRO onboard marine vessels.**

The Green Turtle (Chelonia mydas) is a key species in Abu Dhabi's marine ecosystem, supporting seagrass habitats and biodiversity. Abu Dhabi is home to an estimated 6,732 green turtles, mainly in Bu Tinah, Marawah, and Al Yasat. In 2025, the species was reclassified by the International Union for Conservation of Nature from Endangered to Least Concern, reflecting long-term conservation success.

JUBAIL MANGROVE PARK – HYDROLOGY RESTORATION

In response to observed mangrove degradation at Jubail Mangrove Park, LEAD (Client) engaged NMDC to investigate the underlying causes and recommend restoration measures. A site assessment was conducted in October 2024, which identified poor tidal flushing and hydrological disturbances within the park. These conditions had led to stagnant water, low oxygen levels (asphyxia), and adverse impacts on mangrove root systems and overall tree resilience.

Following the assessment, NMDC reviewed historical hydrological conditions and developed targeted restoration recommendations. In February 2025, historical tidal creeks were restored and reconnected to the main tidal channels to re-establish natural water circulation.

Post-restoration observations confirmed a significant improvement in tidal exchange within the restored channels. Previously degraded mangrove stands showed visible signs of recovery, with mangrove dieback effectively halted. Water quality indicators also improved, including reduced odour and clearer water. Overall, the hydrological regime shifted from static water retention to dynamic tidal circulation, enhancing the tidal prism and supporting healthier ecosystem conditions.

To ensure long-term sustainability, a Memorandum of Understanding (MoU) was established for ongoing monitoring of the mangrove park and implementation of required maintenance measures. The client has acknowledged the positive outcomes of the intervention and noted clear improvements between pre- and post-restoration conditions, with plans to formally recognize NMDC's contributions and progress.

MANGROVE AND TREE PLANTATION INITIATIVES

NMDC Energy continued to implement its habitat restoration programs including large-scale mangrove and tree plantations aimed at enhancing carbon sequestration, improving air quality, and reducing its overall environmental footprint.

Over the past three years, 60,000 mangroves have been planted along coastal areas with authorisation from local authorities to strengthen coastal resilience and support marine biodiversity. In 2025 alone, NMDC Energy successfully completed the plantation of 40,000 mangrove saplings in 2025 which has the potential to capture approximately 492 metric tonnes of CO_2 every year.

Similarly, 2,000 native trees were planted using innovative water box technology to promote reforestation and increase green cover in arid environments. On World Environment Day, NMDC Energy also planted 100 Ghaf tree seeds, symbolizing the values of endurance and sustainability deeply rooted in the UAE's natural heritage.

Beyond these tangible environmental benefits, NMDC Energy's conservation initiatives are designed to inspire and engage the wider community. Through active participation in tree-planting campaigns, biodiversity protection programs, and marine life conservation activities, the company fosters environmental awareness and collective action among employees, partners, and local communities.

Circularity & Waste Management

NMDC Energy advances comprehensive waste management practices designed to reduce environmental impact, maintain regulatory adherence, and reinforce the company's sustainability commitments. Our methodology is founded on circular economy principles and resource optimisation, prioritizing pollution mitigation, environmental protection, and resource utilisation throughout all operational activities.

Understanding that effective waste stewardship is essential to reducing the environmental footprint of sophisticated EPC operations, NMDC Energy has developed robust protocols for accurate waste categorisation, segregation, and processing. These measures are fundamental to upholding safety standards, meeting regulatory requirements, and conforming to both national and international environmental benchmarks.

Our waste management structure operates under the governance of the Group QHSE Policy and is underpinned by an ISO 14001:2015-certified Environmental Management System. NMDC Energy achieves integrated waste oversight through an ERP platform that enables continuous performance enhancement, advances resource efficiency especially within supply chain operations, and ensures agile adaptation to evolving environmental legislation.

NMDC Energy champions waste minimisation through strategic procurement optimisation, rigorous waste separation protocols, and material recovery and repurposing initiatives, while simultaneously strengthening transparency across both upstream and downstream waste prevention activities.

As part of its circular economy and waste minimisation efforts, NMDC Energy has secured Saudi Aramco approval to implement abrasive recycling across Aramco projects, becoming the first EPC contractor to receive this recognition. The initiative is expected to reduce abrasive procurement by at least 40%, delivering AED 4.2 million in cost savings and avoiding approximately 400 tonnes of CO_2e, while strengthening resource efficiency and environmental performance.

Current initiatives concentrate on refining waste governance frameworks and identifying pathways to reintegrate waste materials into productive economic cycles. NMDC Energy conducts weekly housekeeping campaigns across all yards and project sites under the Black Bag Friday initiative. Held every Friday, the campaign involves the collection, segregation, and proper disposal of waste from all work areas, promoting a cleaner, safer, and more organized workplace while reinforcing employee accountability toward environmental hygiene.

In alignment with its commitment to sustainability and the UAE's circular economy vision, NMDC Energy has also implemented a comprehensive Hazardous Waste Recycling Initiative to minimize environmental impact and promote responsible resource management. Hazardous waste generated from offshore and onshore operations is treated, recovered, and reused through sustainable industrial processes rather than incineration. Waste materials are diverted to approved recovery routes such as Alternative Solid Fuel and Alternative Raw Material processes, which supply the cement industry with renewable fuel and raw inputs. Additionally, metal components are recycled through smelting, and contaminated wastewater is treated and reused for irrigation.

Through the integration of industry-leading practices and alignment with international frameworks, NMDC Energy seeks to advance circular economy principles, elevate waste management effectiveness, and support a sustainable resource economy across its operational portfolio.

NMDC Energy prioritizes responsible e-waste management to reduce environmental impact, conserve resources, and comply with UAE regulations. In partnership with a certified recycling provider, the company ensures the safe disposal of electronic waste, achieving zero improper disposal and promoting sustainable resource use across its operations.

PIONEERING CIRCULARITY: ABRASIVE MATERIAL RECYCLING

In alignment with the NMDC Group's commitment to creating sustainable value for our stakeholders, by embedding sustainability at the core of our operations and aligning with the Global SDGs and the UAE's Net Zero by 2050 ambitions, abrasive recycling is being initiated for sustainable waste management.

Driving Economic and Environmental Impact Abrasive blasting is a critical component of our annual operations, where we consume approximately 9,000 tons of garnet for KSA projects at an estimated cost of AED 10.5 million. By transitioning to a recycling model, we are transforming a linear consumption process into a circular one.

The projected impacts of this initiative include:

- **Financial Efficiency:** A minimum 40% reduction in abrasive procurement costs, resulting in a projected annual saving of AED 4.2 million.
- **Carbon Mitigation:** An expected reduction of approximately 400 tons of CO_2e, directly supporting our energy efficiency targets.
- **Waste Minimisation:** Significant operational benefits through the reduction of industrial waste sent to landfills.

This initiative is more than a cost-saving measure; it is a testament to how NMDC Group leverages innovation to support the UAE's climate action agenda and social responsibility goals. By proving that industrial efficiency and environmental compliance go together, we continue to set new benchmarks for the EPC industry in the region and beyond.

Waste Generation Data

	Waste Type	2023	2024	2025***
Non-Hazardous (MT)	Commercial & Industrial Waste	3,533.04	3,857.16	16,539.82
	Metal**	11,504.86	9,884.16	13,973.76
	Construction	6,229.72	0.00	0.00
	Plastics	73.99	177.76	150.28
	Cables	152.07	567.11	241.99
	Plaster-board	0.00	0.00	0.00
	Concrete	1,110.58	0.00	0.00
	Organic†	0.00	0.00	3,248.24
	Wood	3,131.64	2,365.77	15,203.90
	Paper & Board	75.24	177.76	42.31
	Aggregates ¶	634.00	0.00	25.37
Hazardous (MT)	Batteries	35.22	354.30	13.20
	Commercial & Industrial Waste‡	0.00	626.26	1,645.81
	Metal§	116.75	19.17	34.47
	WEEE ǀ	0.00	0.00	0.00

* Includes general waste and mixed waste
** Includes scrap metal, mixed cans and steel cans
*** 2025 data was available up to October and has been extrapolated for the remaining two months of the year.
† Includes mixed food and garden waste
¶ Hard, inert materials used in construction
‡ Includes hazardous liquid and solid waste
§ Includes welding electrodes
ǀ Includes mixed Waste Electrical and Electronic Equipment (WEEE)

	Non-Hazardous Weight (MT)	Hazardous Weight (MT)
2023	22,887.60	151.97
2024	17,029.71	999.73
2025*	49,425.68	1,693.49

* 2025 data was available up to October and has been extrapolated for the remaining two months of the year.

Waste Diverted from Disposal in MT: Recycling and Composting

	Waste Type	Treatment by 3rd Party	2023	2024	2025***
Non-Hazardous (MT)	Commercial & Industrial Waste	-	0	0	0.00
	Metal**	-	11,480.36	9,884.16	13,973.76
	Construction	Recycling	6,229.72	0.00	0.00
	Plastics	-	73.99	177.76	150.28
	Cables	-	152.07	567.11	241.99
	Plaster-board	-	0.00	0.00	0.00
	Concrete	Recycling	1,110.58	0.00	0.00
	Organic†	-	0.00	0.00	0.00
	Wood	-	3,131.64	2,365.77	15,203.90
	Paper & Board	-	75.24	177.76	42.31
	Aggregates ¶	Recycling	634.00	0.00	0.00
Hazardous (MT)	**Batteries**	Recycling	35.22	354.30	7.52
	Commercial & Industrial Waste‡	-	0.00	0.00	987.23
	Metal§	Recycling	116.75	19.17	16.93
	WEEE ǀ	-	0.00	0.00	0.00

* Includes general waste and mixed waste

** Includes scrap metal, mixed cans and steel cans

*** 2025 data was available up to October and has been extrapolated for the remaining two months of the year.

† Includes mixed food and garden waste

¶ Hard, inert materials used in construction

‡ Includes hazardous liquid and solid waste

§ Includes welding electrodes

ǀ Includes mixed Waste Electrical and Electronic Equipment (WEEE)

	Non-Hazardous Weight (MT)	Hazardous Weight (MT)
2023	22,887.60	151.97
2024	13,172.55	373.47
2025*	29,612.24	1,011.67

* 2025 data was available up to October and has been extrapolated for the remaining two months of the year.

Water Stress

NMDC Energy acknowledges the vital significance of sustainable water stewardship, particularly within the Middle East and North Africa (MENA) region where water scarcity presents substantial challenges. The company recognizes that prudent conservation and optimal utilisation of water resources are fundamental to regional environmental sustainability and to ensuring the company's enduring operational viability and resilience.

NMDC Energy has deployed diverse water conservation measures to minimize the environmental footprint of its activities. Our offshore construction fleet incorporates desalination systems that transform seawater into potable water for personnel consumption, substantially diminishing dependence on land-based water sources while reducing both operational expenditure and emissions through decreased supply vessel traffic.

Furthermore, NMDC Energy utilizes water reclamation technologies to process wastewater generated from HVAC systems and pipeline pressure testing operations. This reclaimed greywater is redirected for on-site landscape irrigation and particulate control applications, thereby advancing more efficient water utilisation throughout fabrication and construction phases.

The company is strengthening its systematic water management approach by prioritizing the development of comprehensive monitoring frameworks and establishing defined water consumption targets. These coordinated initiatives support wider environmental objectives while improving operational performance.

NMDC Energy is concurrently refining its water governance protocols in conjunction with the ongoing ERP system implementation, which enables unified policy administration and maintains operational consistency. This technological integration supports annual policy evaluations and enables responsive modifications to accommodate shifting regulatory frameworks or sustainability priorities.

Through strategic deployment of technology and alignment with industry-leading water management standards, NMDC Energy seeks to proactively address water availability constraints within its operational regions, advancing the sustainable stewardship of this essential resource throughout the water-challenged MENA landscape.

Water Consumption Data

	Water Consumption (m3)	Consumption Intensity (m3 / Employee)
2023	739,566.3	50.9
2024	1,006,010	60.77**
2025*	1,095,275	66

* 2025 data was available up to October and has been extrapolated for the remaining two months of the year.

** Value restated

APPENDICES

LIST OF ABBREVIATIONS

Acronym	Definition
ACE	Ace Centro Enterprises
ADIPEC	Abu Dhabi Chamber of Commerce and Industry
ADNOC	Abu Dhabi International Petroleum Exhibition & Conference
ADQ	Abu Dhabi National Oil Company
ADX	Abu Dhabi Occupational Safety and Health System Framework
AED	Abu Dhabi Developmental Holding Company
AI	Abu Dhabi Securities Exchange
ARAMCO	United Arab Emirates dirham
AWO	Artificial Intelligence
BOD	Arabian Marine Species Observer
BTAI	Saudi Arabian Oil Company
CARE	Board of Directors
CCUS	BidTab AI
CEO	Climate Action & Renewable Energy
CFO	Cubic Meters
CO2	Carbon Capture, Utilization and Storage
CRPO	Chief Executive Officer
CRS	Chief Financial Officer
CSR	Carbon Dioxide
DEI	Control of Substances Hazardous to Health
DNA	
DP	Comment Resolution System
EAD	Corporate Social Responsibility
EFMS	Diversity, Equity, and Inclusion
EHV	Operational DNA (core operating principles / embedded ways of working)
EPC	Dynamically Positioned
ERP	Environment Agency – Abu Dhabi
ERT	Electronic Fuel Monitoring System
ESG	Environmental Management System
FAT	Emirates Nuclear Energy Company
FR	Engineering, Procurement, and Construction
GHG	Enterprise Resource Planning
GJ	Emergency Response Team
GPT	Environmental, Social, Governance

Acronym	Definition
GRI	Fatality
HPT	Frequency Rate
HSE	Group Chief Executive Officer
HSEMS	Ground Granulated Blast-furnace Slag
HVAC	Gifts, Hospitality & Entertainment
I&T	Greenhouse Gas
IASB	Giga Joule
ICAD	Generative Pre-trained Transformer
ICASF	Global Reporting Initiative
ICASF	High-Profile Tour
ICV	Health, Safety, and Environment
IIRF	Health, Safety, and Environmental Management System
ILO	Health and Safety Management System
ILO	Heating, Ventilation, and Air Conditioning
IPLOCA	Industrial City of Abu Dhabi
IPO	International Conference on Advancing Sustainable Futures
ISMS	In-Country Value
ISO	International Integrated Reporting Framework
ISSB	International Labor Organization
KPI	International Pipe Line & Offshore Contractors Association
KSA	Information Security Management System
KTA	International Organization for Standardization
LED	Information Technology
LNG	International Union for Conservation of Nature
LTI	Key Performance Indicators
LTIFR	Kingdom of Saudi Arabia
LTS	Kilo Tonnes per Annum
MENA	Light-Emitting Diodes
MERAM	Liquefied Natural Gas
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate
LTS	Logistics & Technical Services
MENA	Middle East and North Africa
MERAM	Maximizing Ethane Recovery and Monetization

ABBREVIATIONS

Acronym	Definition
MFY	Mussafah Fabrication Yard
MIITE	Make it in the Emirates
MMRO	Maintenance, Modification and Repair Operations
MOU	Memorandum of Understanding
MR	Material Requisition
MSCI	Morgan Stanley Capital International
MT	Metric Ton
MW	Megawatt
NA	Not Available
NEMY	
NMDC	National Marine Dredging Company
PCY	
PHQ-9	Patient Health Questionnaire-9
PO	Purchase Order
POT	
PS	Polystyrene
QHSE	Quality, Health, Safety, and Environment
QMS	Quality Management System
SASB	Sustainability Accounting Standards Board
SDG	Sustainable Development Goal
TACCC	Transportation and Climate Change Conference
TBT	Toolbox Talks
TCFD	Task Force on Climate-related Financial Disclosures
TRIFR	Total Recordable Injury Frequency Rate
TSS	Total Suspended Solids
UAE	United Arab Emirates
UK	United Kingdom
UN	United Nations
VAT	Value Added Tax
WEEE	Waste Electrical and Electronic Equipment
WTW	Well-to-Wake

GRI CONTENT INDEX

Statement of use	NMDC Energy has reported in accordance with the GRI Standards for the period 1st January, 2025 to 31st December, 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			ADX DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	18, 23	*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	6				
	2-3 Reporting period, frequency and contact point	6				
	2-4 Restatements of information	183				
	2-5 External assurance	7				G10, G11.1, I1, I2, I3
	2-6 Activities, value chain and other business relationships	18-23				
	2-7 Employees	62				S4.1, S4.2, S4.3, S6.1
	2-8 Workers who are not employees	62				S5.1, S5.2
	2-9 Governance structure and composition	36				G1.1, G1.2, G2.1, G2.2, G8
	2-10 Nomination and selection of the highest governance body	36-37				
	2-11 Chair of the highest governance body	36				
	2-12 Role of the highest governance body in overseeing the management of impacts	36-39				G1, G2, G8
	2-13 Delegation of responsibility for managing impacts	36-39				
	2-14 Role of the highest governance body in sustainability reporting	36-39, 51				
	2-15 Conflicts of interest	40				G4
	2-16 Communication of critical concerns	40				
	2-17 Collective knowledge of the highest governance body	Leadership biographies				
	2-18 Evaluation of the performance of the highest governance body	36-37				
	2-19 Remuneration policies	37, 70, 71				G1, G2, G8
	2-20 Process to determine remuneration	37, 70, 71				G1, G2, G8

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			ADX DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	-		Confidentiality constraints		S1.1, S1.2
	2-22 Statement on sustainable development strategy	12-15, 46				G6
	2-23 Policy commitments	28, 40, 46, 51, 62, 63, 70, 72, 76, 82, 96, 110, 126, 134, 136				G6
	2-24 Embedding policy commitments	28, 40, 46, 51, 62, 63, 70, 72, 76, 82, 96, 110, 126, 134, 136				
	2-25 Processes to remediate negative impacts	40, 42, 62				S8, G6
	2-26 Mechanisms for seeking advice and raising concerns	40, 42, 62				G4
	2-27 Compliance with laws and regulations	41, 142				G7
	2-28 Membership associations	-		Information unavailable/ incomplete		S8
	2-29 Approach to stakeholder engagement	51, 52				G10, G11.1, I1, I2, I3.1, I3.2
	2-30 Collective bargaining agreements	-		Legal prohibitions		
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	54	*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	55				
GHG Emissions & Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	116-123				E1.1, E1.2, E1.3, E9.1, E9.2, E9.3, E9.4, E10.1,E10.2, E11.1, E11.2, E11.3, E11.4, E12.1
GRI 302: Energy 2016	302-1 Energy consumption within the organization	122				E4.1, E4.2, E5, E6.1
	302-2 Energy consumption outside of the organization	122				E4.1, E4.2, E5, E6.1
	302-3 Energy intensity	122				E4.1, E4.2, E5, E6.1
	302-4 Reduction of energy consumption	122, 106				E1, E4
	302-5 Reductions in energy requirements of products and services	122, 106				E1, E4

GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			ADX DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	122, 123				E7.1, E8
	305-2 Energy indirect (Scope 2) GHG emissions	122, 123				E7.2, E8
	305-3 Other indirect (Scope 3) GHG emissions	122, 123				E7.3, E8
	305-4 GHG emissions intensity	122, 123				E7, E8.1
	305-5 Reduction of GHG emissions	105, 106, 120				E1, E4
Biodiversity & LandUse						
GRI 3: Material Topics 2021	3-3 Management of material topics	126-132				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	126-132				
	101-2 Management of biodiversity impacts	126-132				
Circularity & Waste Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	134-137				E1.1, E1.2
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	134-137				
	306-2 Management of significant waste-related impacts	134-137				
	306-3 Waste generated	134-137				E3.1
	306-4 Waste diverted from disposal	134-137				E3.2
	306-5 Waste directed to disposal	134-137				
Opportunities in Clean Technology						
GRI 3: Material Topics 2021	3-3 Management of material topics	58, 59, 104-113				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	58				S12
	201-2 Financial implications and other risks and opportunities due to climate change	58				
	201-3 Defined benefit plan obligations and other retirement plans	58				
	201-4 Financial assistance received from government	58				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	58				
	203-2 Significant indirect economic impacts	58				
Water Stress						
GRI 3: Material Topics 2021	3-3 Management of material topics	138				E1.1, E1.2

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			ADX DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	138				
	303-2 Management of water discharge-related impacts	138				
	303-3 Water withdrawal	138				E2
	303-5 Water consumption	138				E2.1, E2.2
Health & Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	80-90				S8.1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	80-90				S9, S10
	403-2 Hazard identification, risk assessment, and incident investigation	80-90				
	403-3 Occupational health services	80-90				
	403-4 Worker participation, consultation, and communication on occupational health and safety	80-90				S9
	403-5 Worker training on occupational health and safety	80-90				S9, S10
	403-6 Promotion of worker health	80-90				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	80-90				S9
	403-8 Workers covered by an occupational health and safety management system	80-90				S9, S10
	403-9 Work-related injuries	80-90				S9.1, S10
	403-10 Work-related ill health	80-90				S10
Community Welfare						
GRI 3: Material Topics 2021	3-3 Management of material topics	94, 95				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	94, 95				
	203-2 Significant indirect economic impacts	94, 95				S12
	411-1 Incidents of violations involving rights of indigenous peoples	94, 95				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	94, 95				S8, S13
	413-2 Operations with significant actual and potential negative impacts on local communities	94, 95				

GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			ADX DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Human Capital Management & Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	62-78				S10.1, S11.1
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	73				
	202-2 Proportion of senior management hired from the local community	74				S6.1, S7
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	63, 64				S3.1, S3.2, S3.3, S5
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	76-77				
	401-3 Parental leave	77				S3.1, S3.2, S3.3
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	76-81				
	404-2 Programs for upgrading employee skills and transition assistance programs	76-81				S8
	404-3 Percentage of employees receiving regular performance and career development reviews	76-81				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	84-85				S4, S7
	405-2 Ratio of basic salary and remuneration of women to men	84-85				S1, S2.2, S4
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	70, 84 ,92				S7.1, S8, G4.1, G4.2
Quality Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	96-97				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	96-97				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	96-97				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	96-97				
	417-2 Incidents of non-compliance concerning product and service information and labeling	96-97				
	417-3 Incidents of non-compliance concerning marketing communications	96-97				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			ADX DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Corporate Behavior and Governance						
GRI 3: Material Topics 2021	3-3 Management of material topics	36-42				G4.1, G4.2
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	41				
	205-2 Communication and training about anti-corruption policies and procedures	36-42				G4.1, G4.2
	205-3 Confirmed incidents of corruption and actions taken	41				G4.1, G4.2
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	110				G4.1, G4.2, G5.1, G5.2
Supply Chain Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	97-101				S11.2, G3.1, G3.2
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	96, 101				G4
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	101				G3, G4, S11, S12
	308-2 Negative environmental impacts in the supply chain and actions taken	97-101				G3, G4, S11, S12
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	97-101				G3, G4, S11, S12
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	97-101				S10.1, S10.2
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	96, 101				
	414-2 Negative social impacts in the supply chain and actions taken	97-101				

ADX ALIGNMENT

Metric	Indicator	Standards alignment	Section in the report	Answer / Location in the report
Category: Environment				
E1. Environmental Operations	E1.1) Does your company follow a formal Environmental Policy? Yes/No	GRI, GCC ESG Metrics, UN SDG 3	Our Natural Capital	116-138
	E1.2) Does your company follow specific waste, water, energy, and/or recycling policies? Yes/No		Our Natural Capital :GHG Emissions & Energy, Circularity & Waste Management, and Water Stress	116-138
	E1.3) Does your company use a recognised energy management system? Yes/No		Our Natural Capital: GHG Emissions & Energy	116-125
E2. Water Usage	E2.1) Total amount of water consumed	GRI, GCC ESG Metrics, UN SDG 6	Our Natural Capital: Water Stress	138
	E2.2) Total amount of water reclaimed			
E3. Waste Generation	E3.1) Total waste generated per waste type	GRI, UN SDG 12	Our Natural Capital: Circularity & Waste Management	134-137
	E3.2) Percentage of waste recycled, per waste type			
E4. Energy Usage	E4.1) Total amount of energy directly consumed	GRI, GCC ESG Metrics, UN SDG 12	Our Natural Capital: GHG Emissions & Energy	116-125
	E4.2) Total amount of energy indirectly consumed			
E5. Energy Intensity	E5.1) Total direct energy usage per output scaling factor	GRI, GCC ESG Metrics, UN SDG 12	Our Natural Capital: GHG Emissions & Energy	116-125
E6. Energy Mix	E6.1) Percentage: Energy usage by generation type	GRI, GCC ESG Metrics, UN SDG 12	Our Natural Capital: GHG Emissions & Energy	116-125
E7. GHG Emissions	E7.1) Total amount in CO2 equivalents, for Scope 1	GRI, IFRS S-2, GCC ESG Metrics, UN SDG 13	Our Natural Capital: GHG Emissions & Energy	116-125
	E7.2) Total amount, in CO2 equivalents, for Scope 2 (if) applicable			
	E7.3) Total amount, in CO2 equivalents, for Scope 3 (if) applicable			
E8. Emissions Intensity	E8.1) Total GHG emissions per output scaling factor	GRI, IFRS S-2, GCC ESG Metrics, UN SDG 13	Our Natural Capital: GHG Emissions & Energy	116-125
	E8.2) Total non-GHG emissions per output scaling factor			

Metric	Indicator	Standards alignment	Section in the report	Answer / Location in the report
E9. Climate Strategy	E9.1) Describe the climate-related risks and opportunities that could reasonably be expected to affect your organisation's prospects. Also explain, for each climate-related risk your organisation has identified, whether your organisation considers the risk to be a climate-related physical risk or transition risk.	IFRS S-2, UN SDG 13	Our Natural Capital: GHG Emissions & Energy	116-125
	E9.2) Describe the current and anticipated impacts of climate-related risks and opportunities on your organisation's business model and value chain.			
	E9.3) How has your organisation responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including the plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation?			
	E9.4) What are the current effects (during the reporting period) of climate-related risks and opportunities on your organisation's financial position, financial performance and cash flows for the reporting period (current financial effects)?			
E10. Climate Related Risks and Opportunities	E10.1) Describe the processes and policies your organisation uses to identify, assess, prioritise, and monitor climate-related risks, and the inputs and parameters used in these processes.	IFRS S-2, UN SDG 13	Our Natural Capital: GHG Emissions & Energy	116-125
	E10.2) Whether and how does your organisation use climate-related scenario analysis to inform the identification of climaterelated risks?			

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Metric	Indicator	Standards alignment	Section in the report	Answer / Location in the report
E11. Climate Governance	E11.1) Which governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) is responsible for oversight of climate-related risks and opportunities? E11.2) How does the body or individual consider climaterelated risks and opportunities when overseeing your organisation's strategy? E11.3) Are performance metrics related to climate targets included in remuneration policies? If so, how? E11.4) Has your organisation delegated the role of overseeing climate-related risks and opportunities to a specific management-level position or committee, and how is oversight over this role or committee exercised?	IFRS S-2, UN SDG 13	Our Natural Capital: GHG Emissions & Energy	116-125
E12. Climate Targets	E12.1) Disclose any quantitative and qualitative climate-related targets to monitor progress towards strategic goals, incl. any GHG emissions targets. Specify the metric used to set the target.	IFRS S-2, UN SDG 13	Our Natural Capital: GHG Emissions & Energy	136-140
Category: Social				
S1. CEO Pay Ratio	"S1.1) Ratio: CEO total compensation to median Full Time Equivalent (FTE) total compensation" S1.2) Does your company report this metric in regulatory filings? Yes/No	GRI, GCC ESG Metrics, UN SDG 10	Corporate Governance Report 2025 Audited Financial Statement	-
S2. Gender Pay Ratio	S2.2) Ratio: Median male compensation to median female compensation	GRI, GCC ESG Metrics, UN SDG 5	Our Human Capital: Human Capital Management & Development	73
S3. Employee Turnover	S3.1) Percentage: Year-overyear change for full-time employees S3.2) Percentage: Year-overyear change for part-time employees S3.3) Percentage: Year-overyear change for contractors/consultants	GRI, GCC ESG Metrics	Our Human Capital: Human Capital Management & Development	70-73

Metric	Indicator	Standards alignment	Section in the report	Answer / Location in the report
S4. Gender Diversity	S4.1) Percentage: Total enterprise headcount held by men and women	GRI, GCC ESG Metrics, UN SDG 5	Our Human Capital: Human Capital Management & Development	70-73
	S4.2) Percentage: Entry- and mid-level positions held by men and women			
	S4.3) Percentage: Senior and executive-level positions held by men and women			
S5. Temporary Worker Ratio	"S5.1) Percentage: Total enterprise headcount held by part-time employees"	GRI, GCC ESG Metrics	Our Human Capital: Human Capital Management & Development	70-73
	S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants			
S6. Nationalisation	S6.1) Percentage of national employees, per employment category	GRI, GCC ESG Metrics	Our Human Capital: Human Capital Management & Development	74
S7. Non-Discrimination	S7.1) Does your company follow non-discrimination policy? Yes/No	GRI, GCC ESG Metrics, UN SDG 10	Our Human Capital: Human Capital Management & Development	62
S8. Health, Safety and Wellbeing	S8.1) Does your company follow an occupational health and/or health & safety policy? Yes/No	GRI, GCC ESG Metrics, UN SDG 3	Our Human Capital: Health and Safety	80
S9. Injury Rate	S9.1) Percentage: Frequency Metrics of injury events relative to total workforce time	GRI, GCC ESG Metrics, UN SDG 3	Our Human Capital: Health and Safety	85, 89
S10. Child and Forced Labor	S10.1) Does your company follow a child and/or forced labour policy? Yes/No	GRI, GCC ESG Metrics, UN SDG 8	Our Human Capital: Human Capital Management & Development	63, 99
	S10.2) If yes, does your child and/or forced labour policy also cover suppliers and vendors? Yes/No		Our Social & Relationship Capital Supply Chain Management	63, 99
S11. Human Rights	S11.1) Does your company follow a human rights policy? Yes/No	GRI, GCC ESG Metrics, UN SDG 10	Our Human Capital: Human Capital Management & Development	63
	S11.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No		Our Social & Relationship Capital Supply Chain Management	63
S12. Community Investment	S12.1) Amount invested in the community, as a percentage of company revenues.	GRI, GCC ESG Metrics, UN SDG 8	Our Social & Relationship Capital Community Welfare	95
Category: Governance				
G1. Board Independence	G1.1) Does company prohibit CEO from serving as board chair? Yes/No	GCC ESG Metrics	Our Path to Value Creation: Corporate Behaviour and Governance	36
	G1.2) Percentage: Total board seats occupied by independent board members			

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Metric	Indicator	Standards alignment	Section in the report	Answer / Location in the report
G2. Board Diversity	G2.1) Percentage: Total board seats occupied by men and women	GRI, GCC ESG Metrics	Our Path to Value Creation: Corporate Behaviour and Governance	36
	G2.2) Percentage: Committee chairs occupied by men and women			
G3. Supplier Code of Conduct	G3.1) Are your vendors or suppliers required to follow a Code of Conduct? Yes/No	GRI, GCC ESG Metrics, UN SDG 12	Our Social & Relationship Capital Supply Chain Management	97-99
	G3.2) If yes, what percentage of your suppliers have formally certified their compliance with the code			
G4. Ethics and Prevention of Corruption	G4.1) Does your company follow an Ethics and/or Prevention of Corruption policy? Yes/No	GRI, GCC ESG Metrics, UN SDG 16	Our Path to Value Creation: Corporate Behaviour and Governance	50
	G4.2) If yes, what percentage of your workforce has formally certified its compliance with the policy			
G5. Data Privacy	G5.1) Does your company follow a Data Privacy policy? Yes/No	GRI, GCC ESG Metrics	"Our Intellectual Capital: A Future-Ready Organization"	110
	G5.2) Has your company taken steps to comply with GDPR rules? Yes/No			
G6. Sustainability Strategy	G6.1) Describe the sustainability-related risks and opportunities that could reasonably be expected to affect your organisation's prospects.	IFRS S-1	Sustainability Across Our Capitals: Our Sustainability Approach	46-51
	G6.2) Describe the current and anticipated impacts of sustainability-related risks and opportunities on your organisation's business model and value chain.			
	G6.3) Describe how your organisation responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making.			
	G6.4) Describe the current and anticipated effects (during the reporting period) of sustainability-related risks and opportunities on your organisation's business model, financial position, performance, and cash flows. How are these risks considered in financial planning (current financial effects)?			

Metric	Indicator	Standards alignment	Section in the report	Answer / Location in the report
G7. Sustainability Risks Management	G7.1) Describe the processes and policies your organisation uses to identify, assess, prioritise, and monitor sustainability-related risks, and the inputs and parameters used in these processes.	IFRS S-1	Sustainability Across Our Capitals: Our Sustainability Approach	46-51
	G7.2) How are the processes for identifying, assessing, prioritising and monitoring sustainability-related risks and opportunities integrated into and informing your organisation's overall enterprise risk management process?			
G8. Sustainability Governance	G8.1) Which governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) is responsible for oversight of sustainabilityrelated risks and opportunities?	IFRS S-1	Sustainability Across Our Capitals: Our Sustainability Approach	46-51
	G8.2) How does the body or individual consider sustainability-related risks and opportunities when overseeing your organisation’s strategy?			
	G8.3) Are performance metrics related to these targets included in remuneration policies? If so, how?			
	G8.4) Has your organisation delegated the role of overseeing sustainabilityrelated risks and opportunities to a specific management-level position or committee, and how is oversight over this role or committee exercised?			
G9. Sustainability Targets	G9.1) What metrics does your organisation use to measure and monitor each sustainability-related risk or opportunity identified above?	IFRS S-1	Sustainability Across Our Capitals: Our Sustainability Approach	-
G10. Disclosure Practices	G10.1) Does your company publish a sustainability report? Yes/No		About this report	Yes
	G10.2) Does your company publish a GRI, IFRS, CDP, SASB, IIRC, or UNGC based report?		About this report: Reporting Frameworks and Standards	IIRF, GRI, ADX, UN SDGs, IFRS
G11. External Assurance	G11.1) Are your sustainability disclosures assured or verified by a third-party audit firm? Yes/No	GRI, GCC ESG Metrics	About this report: Assurance	No

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Metric	Indicator	Standards alignment	Section in the report	Answer / Location in the report
Category: Integrated KPIs				
I1. Sustainability Reporting	I1.1) Does your company publish a sustainability report? Yes/No	GRI, IFRS S-1, UNGC	About this report	Yes
I2. ESG Ratings	I2.1) Has your company received an ESG rating (solicited or unsolicited)? Yes/ No	MSCI, ESG Invest, Sustainalytics, S&P, etc	Key Highlights: Sustainability Highlights	Yes
	"I2.2) If yes, provide the latest overall ESG score."			
I3. Stakeholder Engagement	I3.1) Does your company engage with stakeholders on ESG/sustainability topics? Yes/ No	GRI, IFRS S-1, UNGC	Sustainability Across Our Capitals: Our Sustainability Approach	Yes
	I3.2) If yes, report on frequency and effectiveness of engagement.			

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