NMDC GROUP

SUSTAINABILITY REPORT 2025

ENGINEERING A SUSTAINABLE FUTURE, TOGETHER.

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ABOUT THIS REPORT


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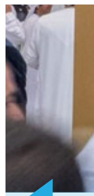


ABOUT THIS REPORT

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

Report Overview

This Integrated Report for National Marine Dredging Company (NMDC) Group provides an overview of our financial and sustainability strategies, initiatives, and performance for 2025. It presents an integrated perspective on how our business model drives operational resilience, economic growth, and long-term sustainability. The report consolidates our progress, initiatives, impacts, and lessons-learned across Environmental, Social, and Governance (ESG) dimensions, alongside a comprehensive financial performance overview offering stakeholders a clear and transparent understanding of our operations and value chain.

Reporting Scope and Boundary

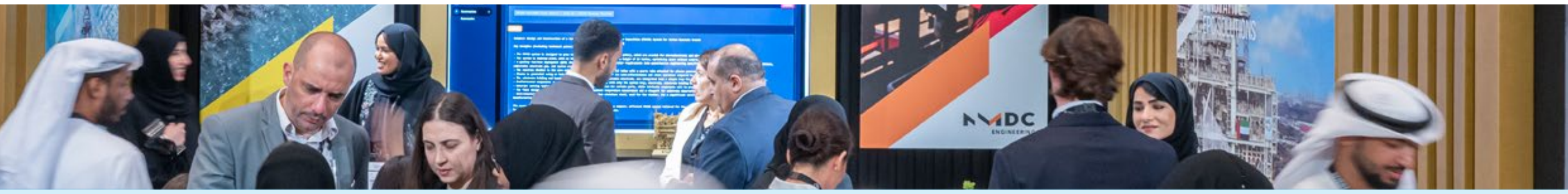
In this report, the scope of financial disclosures covers NMDC Group including its subsidiaries, collectively referred to as “NMDC Group” or “the Group”, while the ESG disclosures focus on the primary business units within the United Arab Emirates (UAE), which collectively contribute to more than 99% of the Group’s total revenue and reflect the geographical scope of our core business including:

BUSINESS UNIT	SERVICE OFFERING
NMDC Dredging & Marine	Dredging and reclamation, marine construction, geotechnical works, marine logistics, port contracting, and project survey services.
NMDC Energy	Engineering, procurement, and construction within the energy sector including oil and gas and renewable energy infrastructure.

All ESG key performance indicators (KPIs) included in this report refer specifically to our UAE operations unless specified otherwise.

Further included in this report are the Directors’ report, management discussion and analysis, audited financial statements for the fiscal year 2025, and our corporate governance report.

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 its associated Integrated Reporting principles. Additionally, the report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and incorporates the Abu Dhabi Securities Exchange (ADX) ESG disclosure metrics. The report aligns with global and national goals and visions including the United Nations Sustainable Development Goals (UN SDGs), and Abu Dhabi Vision 2030.

The International Financial Reporting Standards (IFRS) Foundation, through the International Accounting Standards Board and the International Sustainability Standards Board, is integrating the framework›s principles to harmonize the reporting requirements of both boards. This methodology provides our stakeholders with consistent, comparable, and comprehensive information regarding NMDC Group›s financial and non-financial performance.

Through adherence to these international and regional standards and frameworks, we aim to deliver disclosures that 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.

Board Responsibility

The Board of Directors acknowledges its responsibility to ensure the integrity of this Integrated report and confirms that the information presented provides a true and fair representation of NMDC Group's performance and position. The Board further affirms that the report accurately references and aligns with both the IIRF and the GRI Standards.

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 Group's operating environment. NMDC Group 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 Group. We welcome constructive feedback and suggestions to help us continuously improve future editions of our sustainabilty report.

KEY GROUP HIGHLIGHTS

SUSTAINABILITY HIGHLIGHTS

GOVERNANCE

Maintained AA MSCI
provisional ESG rating for 2 consecutive years

Achieved Cybersecurity Compliance Certificate (CCC+)
following independent audit

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

76%
Customer satisfaction achieved and exceeded

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

Launched
an end-to-end Procurement & Supply Chain AI-Platform

SOCIAL

27,236
employees across 4 BUs

Over 140 Million
Worked Hours with **zero** fatalities

No
incidents of discrimination for the past three years

23%
Hiring Rate

110,585
training hours provided

9.7%
Emiratization Rate

93%
of the suppliers engaged in corporate procurement are local

71%
of corporate procurement spend goes to local suppliers

ENVIRONMENTAL

6,600
mangrove trees planted

No
significant biodiversity-related incidents recorded for **over 10 years**

No
fines or non-monetary sanctions related to environmental regulations were recorded

AWARDS AND RECOGNITION

The awards and recognition received by NMDC at Group and entity level collectively tell the story of an organization 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.

Forbes Middle East

1

Forbes Middle East Sustainability Leaders 2025

Yasser Zaghloul **Ranked #1** in the Manufacturing & Industrials Category

Forbes Middle East

48

Forbes Middle East Top 100 Listed Companies 2025

Ranked #48

Forbes Middle East

7

Forbes Middle East Top CEOs in the UAE 2025

Yasser Zaghloul
Ranked #7

Forbes Middle East

1

Forbes Middle East Top CEOs in the industry 2025

Yasser Zaghloul
Ranked #1

THE HUMAN ENERGY HEALTH AND WELLBEING AWARD

2nd Place in the $1 Million Human Energy Awards 2025 for the Mental Health Campaign

CONSTRUCTION BUSINESS NEWS

Construction Business News Middle East Power 100 List 2025

Yasser Zaghloul Ranked #5

Oil&Gas

Oil & Gas Middle East Awards 2025

EPC Contractor of the Year (2022-2025)

Oil&Gas

NMDC Energy recieved
Oil & Gas Middle East Awards 2025

Yard Modernization Company of the Year (2024-2025)

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.

NMDC Energy received Sustainability & Innovation Award 2025 - **Energy Company of the Year**

Global Recognition Award 2025 for commitment to sustainability and responsible growth.

Received the **Sports Giving Award** for contributions to national sports development and youth empowerment from the **UAE Ministry of Sports**.

Received Climate Action & Renewable Energy (CARE) Award – Energy Category, recognizing NMDC Group's leadership in decarbonization, renewable energy integration, and sustainable operational excellence in support of the UAE's Net Zero ambitions.

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

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

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

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

Achieved an AA MSCI ESG Rating – NMDC Group, inclusive of NMDC Energy, recognized as a Leader in ESG risk management.

FOREWORD FROM THE GROUP CHAIRMAN

I am pleased to present NMDC Group's Sustainability Report for 2025, a year that marked the next phase of our evolution as a diversified, future-ready engineering and construction powerhouse.

In 2025, the Group continued to build on the foundations laid in previous years, delivering solid performance across our financial, operational, and sustainability dimensions. Our ability to maintain momentum in a dynamic global landscape is a testament to the strength of our strategy and the dedication of our people.

Throughout the year, NMDC Group focused on deepening its presence in core markets while identifying new pathways for long-term growth. We advanced key projects across the Middle East and North Africa and made further inroads into high-potential regions in Asia and Europe. NMDC Group has been awarded its first project in the Philippines as part of an ambitious initiative to develop a new eco-friendly waterfront city. These efforts underline our intent to remain a partner of choice for complex marine, energy, and coastal development projects worldwide.

A central theme of 2025 has been consolidation through strengthening internal capabilities while positioning the Group for the next wave of expansion. We enhanced our project execution capacity, invested in modern assets, and accelerated digital transformation initiatives to improve accuracy, efficiency, and safety.

Our sustainability ambitions gained further traction this year. Building on previous achievements, NMDC Group continued to embed ESG considerations across our operations, governance processes, and decision-making frameworks. In addition to the sustainability framework and the identified ESG material topics, we have developed a sustainability policy that covers the Group's approach to environmental, social and governance stewardship. Additionally, we continue to expect all suppliers to comply with the Business Partner Code which encapsules our values and the expected ethical behavior from our partners. These efforts support not only our internal commitments but also the UAE's national sustainability agenda, where our contributions in energy transition infrastructure, climate resilience and environmental stewardship remain significant.

The dedication and professionalism of our employees remain at the heart of our progress. Their ability to innovate, collaborate, and respond to emerging opportunities is a key differentiator for the Group. I extend my deepest appreciation to our teams across all divisions, and to our shareholders, clients, and partners for their continued trust and support.

Looking ahead, NMDC Group will continue to shape a resilient and sustainable future expanding where we see strategic value, enhancing our capabilities, and ensuring consistent delivery on our commitments. The Board remains confident that the Group is well positioned to capture new opportunities, strengthen its global footprint, and create enduring value for all stakeholders.

H.E. MOHAMED THANI MURSHED AL RUMAITHI
Chairman

MESSAGE FROM THE GROUP CEO

I am delighted to present NMDC Group's 2025 Sustainability Report, which reflects a year of disciplined delivery, strategic progress, and continued advancement of our sustainability and innovation agenda.

Building on the strong momentum achieved in recent years, NMDC Group continued to demonstrate resilience, agility, and operational excellence in 2025. Our integrated business model, strengthened since the 2021 merger of NMDC Dredging & Marine and NMDC Energy, remains central to our ability to address complex challenges and capture opportunities across a rapidly evolving global landscape.

Throughout the year, the Group sustained its growth trajectory, supported by a diverse project portfolio and strengthened capabilities, alongside continued client confidence. These results underscore the robustness of our strategy and the effectiveness of our execution, enabled by the talent and commitment of our people.

Operationally, NMDC Group recorded significant milestones in 2025. Our project pipeline remained healthy, supported by new contract awards across marine dredging, reclamation, offshore energy, and coastal infrastructure. These achievements reinforce our reputation for technical excellence and reliable project delivery, underpinned by strong client partnerships.

Our sustainability journey also progressed meaningfully this year. We deepened our efforts to embed ESG principles into our operational and governance frameworks, prioritizing decarbonization, resource efficiency, and enhanced safety performance. Our group sustainability strategy guides the direction of our sustainability efforts. These initiatives strengthen our long-term value creation model and support the UAE's national sustainability ambitions.

Digital transformation remained a critical enabler throughout 2025. We accelerated the deployment of advanced analytics, automation, artificial intelligence (AI) supported systems across our operations to enhance productivity, optimize fleet and asset performance, and improve decision-making. During the year, we implemented transformative digital tools such as NMDC GPT, an internal Generative AI platform that streamlines information retrieval, and the AI-powered Comment Resolution System (CRS), which accelerated document review and improved project turnaround times. In parallel, the Health, Safety, and Environment (HSE) Site Safety Analyzer enabled real-time hazard detection and predictive safety planning across project sites. The benefits are already evident in improved efficiency and stronger project controls, with a measurable reduction in environmental impacts.

As the Group expands both vertically and horizontally, we remain committed to responsible growth, operational excellence, and innovation.

NMDC Group's strength is rooted in the dedication of our people and the trust placed in us by our clients and shareholders. I extend my sincere appreciation to our teams across all business units and to our partners for their continued support. NMDC Group's strength lies in the dedication of our people, the trust of our clients, and the confidence of our shareholders. I extend my sincere appreciation to our teams across all business units and to our partners who continue to support our journey.

As we enter the next chapter, our focus remains on long-term value creation through resilient infrastructure that benefits the communities we serve. As we enter the next chapter, we will remain focused on delivering long-term value, shaping resilient infrastructure, and contributing meaningfully to the communities we serve.

ENG. YASSER ZAGHLOUL
Group Chief Executive Officer

OUR BUSINESS
& PRESENCE AT A GLANCE

OUR BUSINESS & PRESENCE AT A GLANCE

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

About our Group

NMDC Group is a global leader in the dredging, marine, and energy sectors, uniquely positioned to drive growth and innovation through its extensive expertise and world-class assets. With over five decades of experience in Engineering, Procurement, and Construction (EPC) and marine dredging, the Group delivers comprehensive turnkey solutions for both onshore and offshore projects across the energy (oil & gas and renewables), environmental, seaborne trade, urban development, and tourism sectors. Its diversified portfolio of leading subsidiaries each excelling in their domain collectively strengthens NMDC Group's position as an industry pioneer with end-to-end capabilities and unparalleled know-how across the full EPC value chain.

Leveraging its extensive industry network and distinctive competencies, NMDC Group continues to set the benchmark for excellence in project delivery. The Group's solid financial performance underscores its commitment to creating long-term value for shareholders, while its deep expertise and strategic core assets position the Group for sustained growth and expansion into new markets and sectors. From large-scale marine dredging works to high-profile EPC developments, NMDC Group remains a trusted partner for complex, high-impact projects consistently advancing industry standards across the Middle East, North Africa (MENA) region, and beyond.

With a workforce of more than 27,000 employees*, NMDC Group operates through five main business units: **NMDC Dredging & Marine (D&M), NMDC Energy, NMDC Engineering, NMDC Infra, and NMDC Logistics & Technical Services (LTS).** These units work in synergy, sharing knowledge, expertise, and resources to deliver high-quality, tailored solutions that meet international standards. This integrated and collaborative model enables NMDC Group to remain at the forefront of quality, efficiency, and innovation, effectively meeting the evolving needs of clients across the MENA region and beyond.

NMDC DREDGING & MARINE	NMDC ENERGY	NMDC ENGINEERING	NMDC INFRA	NMDC LTS
BUSINESS FUNCTION				
Marine Dredging, Reclamation, and Construction	EPC solutions, offshore and onshore energy services	Coastal and marine engineering consultancy including marine, civil, hydraulics, geotechnical, and environmental engineering	Construction technology and Precast Solutions	Logistics and technical services operator including marine support vessels, EPC and marine dredging technical expertise, and equipment

* This figure reflects all NMDC Group employees across all subsidiaries and countries of operations.


NMDC


NMDC
DREDGING & MARINE

Established as an independent shareholding entity in 1979 and listed on the ADX in 2000, NMDC D&M has evolved into a leading force in marine dredging and construction, renowned for setting new benchmarks of excellence in the industry. Originally founded in 1976 as a subsidiary of Abu Dhabi National Oil Company (ADNOC), NMDC D&M has since grown into a cornerstone of NMDC Group, recognized for its advanced capabilities in dredging, land reclamation, and marine infrastructure development. With a workforce exceeding 3,900 skilled employees, the company plays a pivotal role in supporting key sectors including energy, tourism, and urban development, while also contributing to environmental rehabilitation and coastal preservation initiatives in partnership with local authorities.

NMDC D&M operates an extensive fleet of 35 specialized vessels, ranging from heavy-duty Cutter Suction Dredgers (CSDs) to versatile Watermaster dredgers, enabling the efficient execution of diverse dredging, reclamation, marine construction, and geotechnical projects. The company's portfolio encompasses a wide range of landmark marine developments, including jetties, marinas, breakwaters, and man-made islands—each distinguished by exceptional craftsmanship and structural integrity. Through its Marine Civil Works Division, NMDC D&M undertakes all facets of marine construction, from the erection of gravity quay walls and diaphragm walls to complex piling operations, applying advanced engineering techniques and high-performance materials to ensure durability, precision, and quality across every project.

Complementing these core capabilities, NMDC D&M also offers comprehensive geotechnical and marine logistics services that reinforce its position as a fully integrated marine solutions provider. The company's geotechnical expertise includes advanced ground improvement techniques such as vibro compaction and stone column installation, which enhance soil stability and mitigate liquefaction risks—delivering cost-effective, high-quality solutions for clients. Through its Dredging and Reclamation Division, NMDC D&M conducts detailed hydrographic and geophysical surveys, ensuring precision and efficiency throughout every project phase. Meanwhile, the marine logistics services, supported by a robust fleet of tugs and barges, provide innovative and sustainable solutions for the transport of cargo, equipment, and rock materials, further strengthening the Group's ability to deliver seamless, end-to-end marine and construction services across the MENA region and global markets.

In 2025 NMDC D&M signed a Memorandum of Understanding (MoU) with Jiangsu Juxin Petroleum Steel Pipe to explore establishing steel pipe manufacturing facilities in the UAE. The partnership aims to support major dredging and infrastructure projects while enhancing local industrial capacity and strengthening UAE-China industrial collaboration.

NMDC ENERGY

Founded in 1973, NMDC Energy has evolved into a leading provider of EPC solutions for both onshore and offshore oil and gas sectors. As part of NMDC Group, the company has progressively expanded its capabilities—beginning with the establishment of a large fabrication yard and the launch of offshore operations in 1978. This steady growth, coupled with a strong commitment to overcoming industry challenges, has positioned NMDC Energy as a key player in delivering complex, high-value projects across the UAE and globally.

NMDC Energy's strength lies in its highly skilled workforce of over 21,000 employees* and its state-of-the-art assets, including a modern fleet of 20 vessels. These vessels, equipped with advanced technology, are designed for both shallow and deep-water operations, enabling the company to deliver projects that meet the most demanding client requirements. Among its flagship assets is the DLS 4200, featuring a 10-point mooring system and a powerful derrick crane capable of lifting structures of up to 4,200 tons and laying subsea pipelines, supporting large-scale, complex offshore operations with precision and efficiency.

By leveraging cutting-edge technologies, a highly skilled workforce, and strategic partnerships, NMDC Energy continues to innovate and set new benchmarks for quality, safety, and performance across the EPC industry. Building on a successful track record spanning over five decades, the company continues to invest in advanced fabrication facilities and specialized equipment, particularly for sour gas projects and pipeline coating applications, enhancing its capability to deliver complex, high-specification projects. These ongoing investments reinforce NMDC Energy's ability to adapt to evolving industry dynamics and maintain its position as a trusted leader in integrated energy and infrastructure solutions.

In 2025, NMDC Energy signed a Memorandum of Understanding (MOU) to explore collaboration with Shanghai Hilong Shine New Materials Co. LTD (Hilong) at the Make it in Emirates forum in Abu Dhabi. Both entities will explore the possibility of establishing Joint Venture agreements to conduct operations together in the UAE and the Kingdom of Saudi Arabia (KSA). NMDC Energy also signed an MoU with Al Gharbia to explore ways to accelerate pipe production in the UAE to meet local and regional demand. The partnership forms part of the Make it in the Emirates (MIITE) mandate to drive industrial growth in the UAE, and it serves as another example of the increasing level of synergy between key local players in the UAE's industrial and energy landscape.

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 Modernization Company of the Year (2024-2025):** Recognizing the transformation of the Mussafah Fabrication Yard (MFY) and Industrial City of Abu Dhabi 4 (ICAD 4), this award highlights NMDC's investment in AI-driven monitoring, 3D printing, and automated fabrication. The modernization 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 Energy, as the organization 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.

* This figure reflects all NMDC Energy employees across all subsidiaries and countries of operations.


NMDC
ENGINEERING

NMDC Engineering, established in 2012, is a premier Coastal and Marine Engineering Consultancy based in the UAE, renowned for delivering innovative and sustainable solutions tailored to the complex challenges of coastal and marine environments. As a key subsidiary of NMDC Group, the company provides specialized expertise across multiple disciplines, including marine, civil, hydraulic, geotechnical, and environmental engineering. From initial concept and feasibility studies through to detailed design and implementation, NMDC Engineering delivers comprehensive consulting and design services that support both internal NMDC projects and a wide range of external clients. Every project is executed in alignment with the highest standards of quality, safety, and sustainability, reflecting the Group's commitment to engineering excellence and environmental stewardship.

With a dedicated team of 26 employees and a strong presence across the Arabian Gulf and the wider Middle East, NMDC Engineering has contributed to many of the region's most prominent infrastructure developments spanning marine, waterfront, and oil & gas projects. The company's extensive capabilities cover maritime infrastructure, port planning and design, and the development of marine structures such as jetties, quay walls, breakwaters, and offshore platforms. In addition, NMDC Engineering provides advanced geotechnical analysis to ensure the stability and safety of coastal and marine structures, while its expertise in the design of sea intake and outfall systems supports sustainable water management and minimizes environmental impact.

Demonstrating its commitment to sustainable development and responsible environmental management, NMDC Engineering offers a comprehensive range of environmental consultancy services. The company supports a diverse group of stakeholders—including developers, master planners, architects, and public sector entities—through specialized studies, data collection, feasibility assessments, and project management consultancy. These services are designed to optimize project performance, promote environmental stewardship, and ensure the successful delivery of complex coastal and marine engineering developments.

NMDC INFRA

NMDC Infra, the civil construction arm of NMDC Group, continues to strengthen its position as a leading provider of large-scale, transformative infrastructure that powers economic growth, enables mobility, and supports national development across the UAE and international markets.

At the core of NMDC Group's infrastructure capabilities, NMDC Infra delivers the roads, tunnels, bridges, utilities, and energy networks that connect communities, advance industrialization, and link nations to the global economy. Its projects form the backbone of modern societies—facilitating trade, improving access to essential services, and transforming vision into lasting impact.

Leveraging advanced construction technologies, integrated delivery models, and a strong focus on operational excellence, NMDC Infra delivers complex, high-value, and nationally strategic projects with precision and reliability. The company's diversified portfolio spans water and utility infrastructure, power and onshore oil and gas facilities, transportation networks, industrial developments, and destination-led commercial projects, contributing directly to economic diversification and long-term resilience.

NMDC Infra works closely with governments, developers, and corporate partners to deliver infrastructure that accelerates urban growth, supports the energy transition, and enhances quality of life. From water treatment and critical utilities to advanced aviation, logistics, and energy infrastructure, the company consistently meets the highest standards of safety, quality, and discretion.

A key differentiator for NMDC Infra is its agility and vertically integrated operating model. With in-house capabilities covering design, manufacturing, production, logistics, and installation of structural and precast components, the company maintains end-to-end control over quality, cost, and delivery timelines—ensuring certainty of execution across all projects.

As NMDC Infra continues to expand its footprint and capabilities, it remains focused on delivering infrastructure that enables progress, drives sustainable growth, and supports national ambitions.

LTS

NMDC LOGISTICS & TECHNICAL SERVICES (LTS)

NMDC LTS was established in 2024 to advance NMDC Group's growth strategy and strengthen its position as the UAE's largest marine fleet owner and vessel charterer. As the Group's fifth business division, NMDC LTS manages a versatile fleet comprising 90 owned and 200 chartered vessels, providing extensive capacity and flexibility to meet evolving client needs.

In 2025, the acquisition (a 70% equity stake) of EMDAD Group has significantly expanded NMDC LTS's capabilities, introducing demand-side power management, system integration, and clean technology solutions to its portfolio. Through EMDAD's subsidiary EMJEL, the Group now develops and supplies specialized chemical formulations and well cement for the oil and gas sector, enhancing operational efficiency and reducing the carbon footprint of extraction activities. EMDAD also operates a long-established waste management facility in Habshan, serving ADNOC for over seven years. Additionally, NMDC LTS is targeting the nuclear services sector, with plans to secure at least AED 150 million annually in service provision to Emirates Nuclear Energy Company (ENEC) and to partner with a globally recognized nuclear power developer to further strengthen its capabilities.

NMDC LTS plays a pivotal role in expanding the Group's presence in marine logistics and establishing broader global networks, supporting its entry into new markets while addressing the growing regional demand for vessel utilization and chartering services. The company focuses on streamlining marine vessel chartering operations and enhancing service delivery across NMDC's projects through the implementation of digital management systems for dynamic crew scheduling, logistics coordination, and utilization monitoring. By leveraging the collective strength of NMDC Group and its extensive fleet, NMDC LTS aims to deliver efficient, technology-driven, and sustainable marine logistics solutions for clients across local, regional, and international markets.


NMDC
GROUP
DESIGN AND
ENGINEERING
CONSULTANCY
NMDC

NMDC LTS and Huaying Valves

NMDC LTS signed an MoU with Jiangsu Huaying Valves Co. Ltd during the Make it in the Emirates Forum to explore establishing an incorporated joint venture in the UAE. The proposed facility would assemble, fabricate, and distribute valves for the energy sector, supporting local manufacturing and supply chain growth.

New joint company

NMDC Group and Consolidated Contractors Operations (Cyprus) Limited (CCC) have signed a Heads of Agreement to form a new joint company, NMDCCC, operating in the UAE and beyond. NMDC Group will maintain majority control through a 50% + 1 share structure, while CCC will hold the remaining stake. The partnership also paves the way for joint business opportunities outside the UAE particularly in Africa leveraging the combined strengths of both companies.

OUR BUSINESS PRINCIPLES

Our Purpose

Driving prosperity by shaping a sustainable infrastructure

Our Vision

To 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.

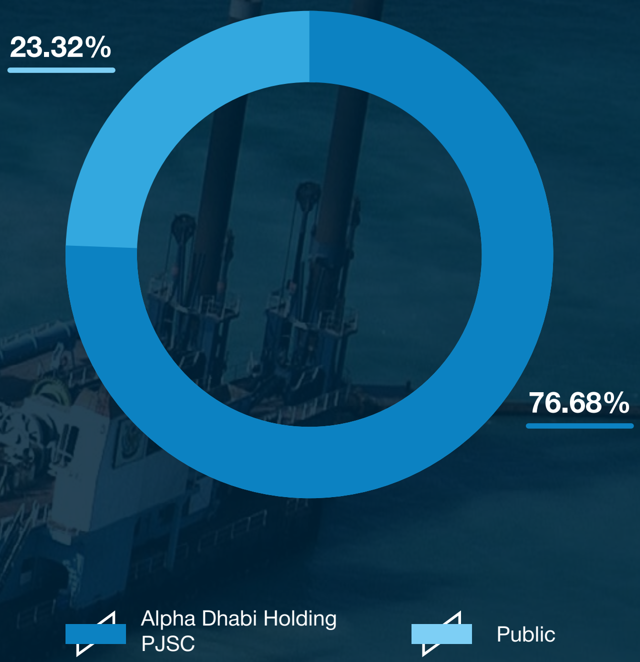
We generate exceptional returns for our shareholders.

Our Values

At NMDC Group, we place great emphasis on our responsibilities as a business, taking care to integrate sustainable business practices into everything we do, and deliver value to our stakeholders. We operate under the following core values:

- KNOWLEDGE
- ACCOUNTABILITY
- MORALITY
- ALLIANCE
- LEADERSHIP

OUR OWNERSHIP STRUCTURE



Our Global Footprint

NMDC Group has strategically expanded its international footprint, establishing a strong presence across the Middle East, North Africa, South Asia, and Southeast Asia. The Group's operations are tailored to meet the diverse requirements of each region, leveraging deep local knowledge and extensive industry experience. With a robust fleet of dredgers, marine vessels, and offshore assets, NMDC Group is uniquely equipped to execute complex, large-scale projects spanning energy, infrastructure, and urban development.

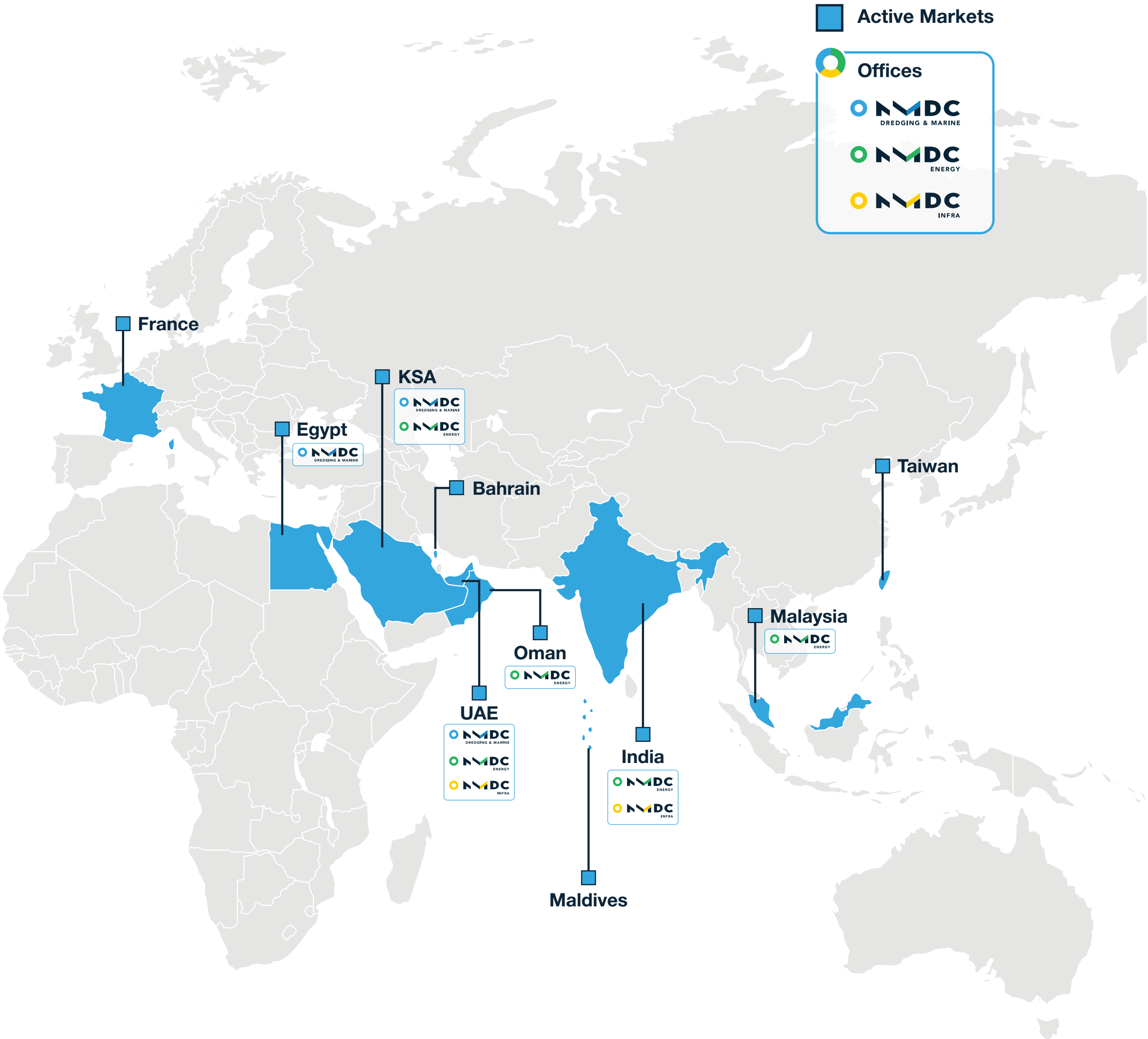
Beyond its physical presence, NMDC Group's global operations are defined by strong, long-term partnerships with stakeholders and clients worldwide. Whether expanding ports, constructing offshore platforms, or enabling energy transition initiatives, the Group consistently supports the strategic ambitions of its partners upholding the highest standards of quality, safety, and environmental stewardship.

NMDC Group maintains major operational bases in its home markets of the UAE, KSA, and Egypt, with active operations in Kuwait, Taiwan, and India. The Group also operates several procurement, engineering, and client interface offices across Asia and Europe, including Malaysia, China, Italy, France, and Spain. Looking ahead, NMDC Group is focused on expanding into Africa, Southeast Asia, and offshore wind decommissioning markets in the United Kingdom (UK). This expanding international presence reflects the Group's commitment to sustainable, forward-looking growth, leveraging its engineering and construction expertise to strengthen its position in both emerging and established markets.

NMDC Group has been awarded its first project in the Philippines; a thirty-month project that includes reclaiming approximately 130 hectares of land as part of an ambitious initiative to develop a new eco-friendly waterfront city.

NMDC Group has been awarded its first project in the Philippines; a thirty-month project that includes reclaiming approximately 130 hectares of land as part of an ambitious initiative to develop a new eco-friendly waterfront city.

For more details please read: *NMDC Group enters the Philippines*


Active Markets
Offices
France
KSA
Egypt
Bahrain
Taiwan
Malaysia
Oman
UAE
India
Maldives

Fleet and Equipment

NMDC Group maintains an extensive portfolio of assets comprising around 200 marine equipment and vessels, including a dedicated fleet of 188 vessels, alongside more than 480 land-based equipment units. Together, these assets enable the Group's subsidiaries to execute their operations with exceptional efficiency, precision, and reliability. The tables below outline the vessels currently operated by NMDC Dredging & Marine (D&M), NMDC Energy & NMDC LTS:

NMDC DREDGING & MARINE	NMDC ENERGY	NMDC LTS
TOTAL 35 VESSELS	TOTAL OF 19 VESSELS	TOTAL OF 133 VESSELS

Primary 2025 Clients

NMDC D&M and NMDC Energy maintain an extensive portfolio of esteemed clients, including leading port authorities and global energy and marine development companies. This distinguished network of partners reflects NMDC Group's strong reputation and trusted leadership in delivering innovative, large-scale solutions for complex energy and marine infrastructure challenges across regional and international markets.

OUR PATH
TO VALUE CREATION


AL YASSAT

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
Input	• Group assets reached AED 39.7 billion	• A working environment based on a shared commitment to safety, wellbeing, human rights, mutual respect, and collective development. • A workforce of over 27,236 employees* • A total of 110,584 training hours conducted across the Group • Formalization of DEI and Human Rights policies across the Group * This figure reflects all NMDC Group employees across all subsidiaries and countries of operations	• Strong presence in industry and community events to promote collaboration and socioeconomic development • Continued commitment to local procurement • Increased attention to supply chain sustainability practices
Output and Outcome	• AED 4.00 billion in net profit • Revenue: AED 28.8 billion • Earnings Per Share: AED 4.29	• Women employee hiring rate: 24.67% • Emiratization Rate: 9.7% • Group HSE training 169,091 hours • Increase in HSE observation reporting by 50% compared to the previous year	• Total investment in community outreach reached AED 10.97 million • 100% of suppliers screened in accordance with the Group's Business Partner Code of Conduct • 70.65% of total procurement spending (Corporate Procurement, NMDC D&M and NMDC Energy) allocated to local suppliers
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

BUSINESS MODEL

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

BUSINESS UNITS

NMDC DREDGING & MARINE · NMDC ENERGY · NMDC ENGINEERING · NMDC INFRA · NMDC LTS

	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.	• AED 33.45 million invested over the past three years in R&D and clean technology programs. • Establishment of NMDC Academy to build technical expertise, leadership development, and organizational culture. • Ongoing investment in cybersecurity upgrades and internal AI-powered systems to enable secure, efficient data and knowledge management.	• Group-wide QHSE Policy guiding biodiversity, energy, waste, and water stewardship. • Structured environmental training and induction programs to build internal awareness and compliance capability. • 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	• 87 employee innovation proposals submitted in 2025, with 30 initiatives piloted across multiple functions. • Deployment of digital platforms (NMDC GPT, AI-Powered Comment Resolution System, HSE Site Safety Analyzer) increasing operational accuracy, decision speed, and workplace safety. • Achieved Cybersecurity Compliance Certificate (CCC+) following independent audit, reinforcing secure and resilient information governance	• Operational emissions intensity decreased through energy optimisation, hybrid equipment, and solar adoption across selected accommodation and yard sites. • 475 tons of CO_2 emissions reduced annually from solar-powered workforce accommodation (Sir Baniyas Island). • Biodiversity protection strengthened, with **zero significant biodiversity-related incidents recorded for over 10 years.** • 6,600 mangrove trees planted to restore and rehabilitate coastal eco-systems, supported by active monitoring and maintenance.
	7 AFFORDABLE AND CLEAN ENERGY 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	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 Group Strategy

NMDC Group's strategy embodies a transformative vision focused on achieving sustainable growth, diversifying capabilities, and strengthening the Group's leadership across the marine and energy sectors. At the core of this strategy lies the effective integration of the Group's foundational pillars—People, Processes, Systems, Assets, and Culture—which collectively form the foundation for long-term success.
The Group's strategic objectives are structured around three key dimensions:

- **Revenue Growth:** Expanding beyond core markets by driving diversification into new verticals and geographies, while continuing to support and grow within established home markets.

- **Relationship Building:** Deepening partnerships with government entities, clients, investors, and suppliers across the value chain to reinforce trust and collaboration.

- **Capability Enhancement:** Strengthening operational efficiency, portfolio management, and sustainability performance to maintain competitiveness and resilience.

As part of its commitment to strategic excellence, NMDC Group holds an annual strategy event that brings together leadership teams from across its business units—fostering alignment, encouraging collaboration, and ensuring a unified vision for the Group's future growth. Employee participation at the event reflects strong engagement across business units. The Group will continue to build on this initiative, strengthening its strategic direction and fostering a culture of continuous improvement.

Strategic Objectives And Foundation

NMDC Group's strategic objectives are enabled by a set of foundational elements that form the bedrock of how the Group aims to achieve operational excellence.

Motivated and Skilled People:
NMDC Group recognizes that its workforce is central to the company's ongoing success. The Group's strategy places strong emphasis on aligning human resources initiatives with its broader strategic objectives through a structured and integrated approach. This includes attracting and developing top talent, fostering a culture that prioritizes health, safety, and wellbeing, monitoring and enhancing employee performance, and implementing effective organization design and change management practices to support sustainable growth and operational excellence.

Best Practice Processes:
NMDC Group places strong emphasis on standardizing and optimizing workflows to drive efficiency, improve planning accuracy, and reinforce enterprise risk management. Through its integrated project control systems and enterprise risk frameworks, the Group ensures effective resource allocation and enhanced operational performance across all business units. By continuously refining internal processes, NMDC Group maintains a structured approach to managing risks, optimizing performance, and upholding the highest standards of operational excellence.

AI-Enabled Technology & Systems:
To support these processes, NMDC Group is implementing a single Enterprise Resource Planning (ERP) platform with integrated services, ensuring streamlined operations and a unified approach across business units. The Group also continues to leverage digital transformation and artificial intelligence (AI) tools to enhance decision-making, improve efficiency, reduce costs, and foster innovation. By embracing advanced technologies, NMDC Group strengthens its agility in responding to market dynamics while driving continuous improvement and maintaining a competitive edge across its operations.

Fit-for-Purpose Assets:

Ensuring the availability and optimization of fit-for-purpose assets is essential for supporting NMDC Group's revenue growth and meeting the demands of an expanding market. Maintaining a strong and reliable asset base enables the Group to scale its operations effectively and capture opportunities across both established and emerging markets.

To further support this approach, NMDC Group launched NMDC LTS, an entity that will aim to leverage the Group's buying power to establish long-term agreements for support vessels, equipment, and external contractors. This centralized approach to resource management maximizes asset utilization, facilitates resource sharing across projects, and creates synergies that enhance operational efficiency.

In parallel, NMDC Group continues to evaluate asset investments aligned with the evolving needs of the future energy market. This proactive strategy ensures the Group remains well-positioned to support the global energy transition while sustaining its leadership and long-term growth across dynamic industry landscapes.

Open and Collective Culture:

NMDC Group is committed to cultivating an open and collaborative culture that promotes innovation, teamwork, and shared success across all business units, guided by the Group's core values of Knowledge, Accountability, Morality, Alliance, and Leadership. To strengthen this culture, the Group has introduced several initiatives, including recognizing individuals and teams who demonstrate exceptional project ownership, reinforcing ethical standards across departments, and promoting cross-group collaboration through strategic projects.

Cultural values are embedded into performance evaluations to ensure alignment with NMDC Group's principles and to encourage collective performance. Continuous learning is supported through monthly knowledge-sharing sessions, open learning days, and transparent communication of team KIPs. In addition, team-building activities and leadership mentoring programs help foster unity and cross-functional collaboration. Together, these efforts create a culture of openness, accountability, and teamwork that drives internal cohesion and strengthens external partnerships.

Sustainability Strategy

In 2024, NMDC Group strengthened its commitment to sustainability by implementing an integrated strategy aligned with its broader business objectives. By embedding ESG considerations across all operations, the Group aims to manage risks effectively, address evolving market drivers, and capture emerging opportunities. The strategy comprises 25 initiatives across five pillars: ***Environmentally Conscious Operations, Energy Transition Enablement, Community & Stakeholder Engagement, Health & Safety Ownership, and Transparency & Accountability.***

This approach includes both internal initiatives to enhance sustainability practices across NMDC Group's operations and outward-facing actions to leverage these improvements for market opportunities. Heightened environmental awareness and climate-related risks present growth prospects, particularly in energy transition projects, resilient coastal infrastructure, sustainable dredging, and marine services. As part of its vertical expansion, the Group targets sectors such as environmental rehabilitation, marine infrastructure, offshore wind, and water management solutions.

By maintaining high sustainability standards, NMDC Group strengthens its competitive advantage in new markets where environmental and social considerations are critical. This focus supports diversification goals while fostering resilient, long-term growth.

Looking Ahead

NMDC Group remains committed to expanding its operations across new verticals and geographies to ensure sustained growth and diversification. The Group aims to further strengthen its capabilities in renewable energy, particularly in offshore wind and other energy transition solutions, reinforcing its contribution to the global shift toward sustainable energy.

In line with its strategic growth agenda, NMDC Group plans to broaden its operational scope by entering several new verticals, including module fabrication, tunnelling projects in collaboration with other EPC contractors, and the Mechanical, Electrical, and Plumbing sector, covering pipeline supply, installation, and topside scopes within civil construction.

The Group also seeks to expand vertically into ground improvement solutions, including potential Merger and Acquisition (M&A) activities within the UAE market. Additionally, NMDC Group intends to strengthen its presence in the subsea rock installation market, supporting offshore wind projects, offshore rigs, breakwater construction, and subsea pipeline protection. These initiatives are designed to enhance the Group's ability to meet diverse project requirements through greater value chain integration.

Geographically, NMDC Group is actively pursuing opportunities to expand its presence in select European regions and emerging markets, with a strategic focus on Africa and Southeast Asia, alongside establishing a stronger permanent presence in key countries such as KSA, India, and Oman. The Group's International Office and Business Development department will lead these efforts, identifying key opportunities and building strategic partnerships to enable effective entry and sustainable growth in these new markets.

Governance through Risk, Opportunity, and Sustainability Integration

In 2025, NMDC Group achieved a landmark transformation in its corporate governance by fully merging Strategic Risk and Opportunity (R&O) Management with its Sustainability Integration framework. By systematically embedding ESG considerations across project, departmental, and enterprise levels, the Group has ensured that sustainability is no longer a standalone metric but a core driver of operational excellence and financial resilience. This integrated approach enables proactively identify emerging risks while positioning every project to maximize strategic opportunities that align with the UAE's long-term environmental and economic goals.

OPERATIONAL RIGOR AND LEADERSHIP ENGAGEMENT

The foundation of our success lies in a culture of disciplined oversight and active leadership engagement. Throughout 2025, we maintained a high level of operational rigor:

- **Advanced Governance & Procedures:** We revised the Project Risk and Opportunity Management Procedure to align with industry best practices and introduced a new Project Contingency Release Procedure to safeguard budgeted contingencies and enhance our ability to manage uncertainties effectively.

- **Mandatory Workshop Discipline:** Our project portfolio maintained a perfect average score of 4.00 for workshop frequency, reflecting the commitment to holding at least one mandatory cross-functional R&O session per month for all active projects.

- **Executive Oversight:** Senior management, including Vice Presidents and Project Directors, played a critical role by consistently participating in these sessions, providing strategic direction and ensuring that risk mitigation is prioritized at the highest levels.

PORTFOLIO PERFORMANCE AND REAL-TIME TRANSPARENCY

Our commitment to transparency is supported by an Interactive Risk and Opportunity Dashboard, which provides real-time visibility into the risk landscape. This digital transparency supports informed management decisions and the timely escalation of critical risks through detailed analytical reviews.

Key Performance Milestones:

- P**ortfolio Excellence:** Our project portfolio demonstrated strong maturity, with NMDC Energy achieving an average Project Opportunity Index of 89.38%, while NMDC D&M reached 80.23%.

- **Project Resilience:** A significant majority of projects reached high-performance tiers, with multiple international and domestic contracts scoring between 100% and 102%, reflecting robust opportunity identification and consistent performance.

- **Effective Mitigation:** The Group successfully managed complex exposures through proactive safety and operational strategies, ensuring that project execution remains resilient and sustainable even in volatile market conditions.

BUILDING A RISK-AWARE CULTURE AND ENTERPRISE OVERSIGHT

To ensure the long-term sustainability of our operations, the Group focused on capability development and cross-functional integration:

- **Risk Culture:** In collaboration with Corporate Learning & Development, we delivered targeted training sessions to strengthen risk awareness and reinforce sustainability principles among our workforces.

- **Departmental Integration:** The establishment of finalized departmental risk registers has strengthened our governance and regulatory compliance, ensuring that every functional unit is aligned with enterprise-level sustainability objectives.

- **Enterprise Risk Oversight:** By consolidating project and departmental risks into a centralized Enterprise Risk Register, the Risk Committee now provides structured governance that enhances portfolio performance and long-term value creation.

Through these disciplined initiatives, NMDC Group has embedded sustainability at the heart of its risk management framework. By aligning our operational standards with the highest benchmarks of governance, we are ensuring that NMDC remains a resilient, future-ready organization capable of delivering sustainable growth for all stakeholders.

Key Risks & Opportunities

NMDC Group recognizes that its long-term success relies on a proactive approach to identifying, managing, and leveraging key risks and opportunities across its operations and strategic initiatives. To support this, the Group has established a comprehensive framework that ensures risks and opportunities are addressed in a structured and systematic manner, mitigating potential impacts while capitalizing on opportunities that align with NMDC Group's core strategy and growth objectives.

KEY RISKS

- **Talent and Workforce Risks:** Attracting and retaining a skilled and motivated workforce continues to present challenges in today's competitive labor market. Rising vacancy levels and increased competition for talent remain key areas of concern. To address these challenges, NMDC Group prioritizes continuous learning and development programs while maintaining a strong focus on employee health, safety, and well-being. These initiatives are central to the Group's strategy to mitigate workforce risks and sustain a high performing, engaged, and resilient team.
- **Market Dynamics and Geopolitical Risks:** The volatility of regional and global markets, driven by factors such as fluctuations in oil prices, geopolitical tensions, and supply chain disruptions, poses significant risks to NMDC Group's operations. Additional challenges, including geopolitical instability, inflationary pressures, rising raw material costs, and varying oil and gas prices, further contribute to market uncertainty. To mitigate these risks, NMDC Group closely monitors market developments and maintains a flexible business model that allows it to adapt swiftly to changing conditions.
- **Environmental and Climate Change Risks:** Increasing environmental regulations (emerging International Maritime Organization and UAE climate regulations) and the escalating impacts of climate change pose both regulatory and operational risks for NMDC Group. Factors such as rising sea levels and extreme weather events and temperature changes affecting marine and EPC operations have the potential to disrupt project timelines and increase operational costs. To address these challenges, NMDC Group incorporates climate resilience measures into its project planning and execution while adhering to rigorous environmental standards to minimize risks and ensure long-term sustainability.
- **Operational Risks and Project Execution:** The complexity of NMDC Group's projects, particularly within the offshore and marine sectors, presents execution-related risks linked to safety, equipment reliability, and workforce capability. Additional challenges arise from potential inconsistencies in project delivery and limited investment in emerging technologies. To address these risks, NMDC Group continues to strengthen its project control systems and risk management frameworks while ensuring the availability of fit-for-purpose assets. These efforts collectively enhance operational reliability and support the successful delivery of complex projects.
- **Risk Associated with Technology and Digital Transformation:** As NMDC Group advances its digital transformation journey, it faces potential risks related to the implementation of new technologies, cybersecurity threats, and data integrity. To mitigate these challenges, the Group is strengthening its Information Technology infrastructure, investing in advanced cybersecurity systems, and providing comprehensive training to employees on digital tools and processes. These measures ensure secure, efficient, and reliable technology adoption across all operations.
- **Client and Market Risks:** High client concentration and strong competition in international markets present notable risks for NMDC Group. Additionally, local content requirements in certain regions, similar to In-Country Value (ICV) frameworks, may create further complexities in expanding the Group's global presence. To mitigate these risks, NMDC Group is actively diversifying its client portfolio and strengthening its market competitiveness through strategic positioning and service excellence.
- **Contractual and Regulatory Risks:** Evolving regulatory landscapes and increasingly stringent contractual terms pose additional operational challenges including ESG standards compliance which includes suppliers' non-compliance with the Group's ESG standards. To address these, NMDC Group is enhancing its contract negotiation practices, strengthening legal and compliance oversight, and ensuring adherence to changing regulations across all jurisdictions in which it operates. These measures support effective risk management and safeguard the Group's operational integrity.

NMDC Group has established a robust ESG Risk Management Framework integrated with its corporate risk system, ensuring sustainability is embedded in decision-making and risk mitigation. Risks are identified through climate assessments, stakeholder engagement, regulatory reviews, and industry benchmarking, and are evaluated based on likelihood and impact across financial, operational, reputational, and environmental dimensions. Climate-related risks are further assessed using scenario analysis aligned with TCFD recommendations.

Prioritized risks are recorded in a sustainability risk register, reviewed quarterly by the ESG & Sustainability Directorate, and reported to the Board Sustainability Committee. Performance is tracked using KPIs such as greenhouse gas (GHG) intensity, renewable energy share, waste diversion, and LTIFR, with independent assurance provided for GHG and ESG data.

The framework is supported by key policies, including the Sustainability Policy aligned with UAE Net Zero 2050, ISO 45001 and ISO 14001 certified HSE Management System, a sustainable procurement policy aligned with ISO 20400, and a Code of Conduct for employees and suppliers. This integrated approach strengthens NMDC Group's ability to manage ESG risks while promoting responsible, long-term value creation.

STRATEGIC OPPORTUNITIES

- **Geographic and Vertical Expansion:** NMDC Group continues to pursue opportunities to expand its geographic presence across emerging markets, including Africa, Southeast Asia, and select regions in Europe. In parallel, the Group's vertical expansion into new areas, such as tunnelling, ground improvement, and subsea rock installation for offshore wind projects, presents significant potential for growth and diversification.
- **Sustainability and Renewable Energy Transition:** The global shift toward sustainability and renewable energy offers substantial opportunities for NMDC Group. By strengthening its capabilities in offshore wind and renewable energy projects, the Group is well-positioned to support the global energy transition, meet evolving market demands, and contribute to cleaner, more sustainable energy solutions.
- **Infrastructure Development and Market Growth:** Expanding infrastructure demand across the MENA region and other target markets presents strong growth opportunities for NMDC Group to leverage its expertise in marine construction, dredging, and EPC services. Strategic initiatives such as port development, coastal rehabilitation, and urban expansion align closely with the Group's core capabilities, creating new avenues for sustainable and continued growth.
- **Digital Transformation and Operational Efficiency:** NMDC Group's ongoing investments in digitalization, AI, and an integrated ERP system are enhancing operational efficiency, reducing costs, and improving decision-making processes. These digital transformation efforts are expected to deliver a competitive advantage by optimizing project execution and enabling more data-driven, agile business strategies.
- **Strategic Partnerships and Collaborations:** The Group continues to seek opportunities through joint ventures and partnerships with key government entities, clients, investors, and suppliers. Strengthening these relationships will allow NMDC Group to expand its market reach, access new technologies, and broaden its service offerings. Additionally, pursuing acquisitions and leveraging synergies across the organization will further support diversification and capability expansion.
- **Increased Focus on O&G OpEx Spend:** With global oil and gas Capital Expenditure (CapEx) levels expected to moderate, NMDC Group is shifting focus toward Operational Expenditure (OpEx) support services. By providing maintenance, upgrades, and operational efficiency solutions for existing facilities, the Group aims to secure stable revenue streams while continuing to meet the evolving needs of its oil and gas clients.

By effectively managing risks and proactively pursuing growth opportunities, NMDC Group strives to strengthen its position as a resilient, agile, and forward-looking leader in the marine, energy, and construction sectors. The Group remains firmly committed to sustainability, innovation, and long-term value creation for all stakeholders.

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)

Ethical business practices, robust governance, and accountability form the foundation on which NMDC Group continues to create value for its stakeholders and secure long-term success. Through well-defined structures and consistent oversight, the Group seeks to mitigate risks, uphold transparency, and foster trust across all stakeholder relationships.

The Group's governance framework, led by the Board of Directors, the highest governing authority, defines the company's strategic direction, oversees risk management, ensures compliance, and promotes integrity throughout the organization. This approach reflects the Board's commitment to delivering strong risk-adjusted returns for shareholders, enhancing the Group's long-term resilience, and driving sustainable value creation for both internal and external stakeholders.

In 2025, NMDC Group enhanced its governance practices with a focus on reinforcing structural frameworks and strengthening oversight across all business units. This effort included implementing proactive policy enhancements that align the organization's actions with its core values and strategic goals. The Group updated and introduced several key policies, ensuring they apply consistently at the group level across all subsidiaries.

This unified approach is essential for upholding high governance standards and fostering a culture of integrity and accountability across all NMDC Group operations. In line with best practices, and to further enhance transparency and stakeholder confidence, the Group ensures that its policy statements and codes of conduct are publicly available on its website. The Board of Directors reviews, approves, and oversees the implementation and compliance of key policies, including those introduced during the reporting year.

Additional details on the Group's corporate governance and business ethics policies are provided at the end of this section.

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

Board Composition

We uphold the highest standards of corporate governance, in alignment with applicable regulations and international best practices. Acknowledging the critical role of strong governance in reinforcing our values and organizational culture, we continuously review and enhance our governance practices to ensure their continued effectiveness and relevance.

Currently, the Board of Directors is comprised of seven members, all of whom are non-executives. For more details on the Board of Directors and committee memberships, please refer to the **Group's 2025 Corporate Governance Report**.

Board Committees

Board Committees play a vital role in upholding NMDC Group's high standards of corporate governance. In line with leading governance practices, the Group has established several committees to assist the Board in fulfilling its responsibilities effectively. Each committee is assigned specific oversight and advisory functions, ensuring comprehensive governance across critical areas of the organization. The following outlines the Group's committees and their respective mandates:

- **Audit Committee:** The committee supports the Board in fulfilling its oversight responsibilities related to the financial reporting process, internal control systems, audit functions, and compliance with applicable legal and regulatory requirements. Its primary objective is to ensure transparency, accuracy, and reliability in the Group's financial reporting and disclosure practices.

- **Nomination & Remuneration Committee:** The committee oversees and facilitates the nomination and remuneration processes for directors and senior executives, ensuring fairness, transparency, and alignment with the Group's governance principles. It is responsible for recommending board appointments, evaluating succession planning, and ensuring that executive compensation reflects performance and long-term organizational objectives.

Management Committees

NMDC Group's management committees play a pivotal role in shaping and executing the Group's business and sustainability strategies. They ensure the implementation of effective management practices and the maintenance of resilient operational frameworks across all business units. The contributions of these committees are vital in supporting seamless operations and ensuring that all activities remain aligned with NMDC Group's strategic objectives and long-term vision.

- **Strategy Committee:** Reviews, approves, and aligns both short- and long-term business strategies, plans, and special projects, including investments, mergers and acquisitions (M&A), and divestiture opportunities. It also reviews, refines, and endorses matters related to business performance, innovation, knowledge management, and annual business plan reviews, along with other key strategic initiatives to ensure effective execution and alignment with the Group's overall objectives.
- **Sustainability & ESG Committee:** Evaluates and strengthens NMDC's performance across environmental, social, and governance (ESG) areas. Its responsibilities include recommending strategies to integrate ESG considerations into the broader business strategy, assessing and addressing ESG-related risks and opportunities, and reviewing sustainability initiatives for alignment with the Group's objectives.
- **Business Continuity & Risk Management Committee:** Drives and enforces the implementation of the Business Continuity Management Program across the Group, overseeing related policies, procedures, and strategic initiatives to ensure the program remains fit-for-purpose and compliant with UAE government standards. In addition, the committee is responsible for overseeing Enterprise Risk Management policies to ensure the effectiveness of risk management practices and adherence to both internal and external regulatory requirements.
- **People & Culture Committee:** Oversees employee recognition, career development, Emiratization targets, and annual bonuses to promote a culture of appreciation and growth.
- **Disciplinary Committee:** Plays a vital role in ensuring a fair, transparent, and accountable disciplinary process across the organization. It is responsible for investigating alleged violations of NMDC Group's Code of Conduct and disciplinary policies, ensuring that all proceedings adhere to due process and applicable legal guidelines. The committee's mandate includes recommending appropriate disciplinary actions, such as warnings, suspensions, or terminations, in line with the provisions of the People & Culture Manual.
- **Digital Transformation Committee:** Facilitates alignment between Information Technology (IT) and business operations and oversees the implementation of strategic IT plans as part of NMDC Group's broader initiative to embed digitalization and technology in its operations.

- **CSR Committee:** responsible for shaping and guiding NMDC Group's Corporate Social Responsibility (CSR) activities and overseeing the implementation of the Group's CSR framework. Its role includes identifying, executing, and evaluating the impact of social programs, as well as approving budgets and allocating resources to ensure the effective delivery of initiatives that create meaningful value for communities and stakeholders.

- **Group Procurement Committee:** Oversees procurement activities that are not directly related to specific business units, with a focus on common items, consumables, and general materials managed at the Group level. Its responsibilities also include reviewing and approving purchase orders in accordance with the approved delegation of authority.

- **Operational Synergies Committee:** Reviews and identifies opportunities for collaboration, process optimization, procurement synergies, and efficient resource utilization across NMDC Group and its subsidiaries. Its primary objective is to enhance overall operational efficiency by promoting strategic alignment, optimizing shared resources, and ensuring cohesive execution across all business units.

- **Ethics and Compliance Committee:** Responsible for overseeing fraud prevention and detection across the Group and ensuring appropriate response measures are in place. It provides guidance on implementing and strengthening anti-fraud controls, supports the Board in enforcing whistle-blower procedures and mechanisms, and monitors the effectiveness of Fraud Management and Control policies. Additionally, the committee reviews investigation outcomes and advises on disciplinary actions to uphold integrity and accountability within the organization.

- **Insider Trading Supervision Committee:** Responsible for the register of insiders including monitoring, following up, supervising and managing dealings of all insiders, registering their dealings and ownership in the Register as well as reporting all such matters to ADX.

Corporate Behavior

NMDC Group remains unwavering in its commitment to uphold the highest ethical standards across its global operations. In 2025, we further strengthened our policies on accountability, transparency, and compliance across all operations and subsidiaries to reinforce our dedication to corporate governance and ethical business conduct.

Key Policies and Ethical Standards

1. **Business Code of Conduct:** The Business Code of Conduct reflects NMDC Group's core values of knowledge, accountability, morality, alliance, and leadership. This comprehensive code reinforces a zero-tolerance policy toward bribery, corruption, fraud, and any form of misconduct. All new employees are required to complete a declaration form upon joining to acknowledge their understanding of the Business Code of Conduct, while existing employees must confirm their acknowledgment of any updates made to the code to ensure continued compliance and awareness.

2. **Business Partner Code of Conduct:** The Business Partner Code of Conduct establishes strict standards for ethical behavior among all NMDC Group partners, mandating adherence to human rights, fair labor practices, environmental responsibility, and anti-bribery and anti-corruption regulations. Through rigorous due diligence processes, NMDC Group ensures that all business partners align with its principles of integrity, transparency, and compliance throughout the supply chain.

3. **Anti-Bribery & Corruption Policy:** NMDC Group upholds a strict zero-tolerance policy toward bribery and corruption, supported by a comprehensive Ethics and Compliance Program. In alignment with international and UAE anti-bribery and corruption regulations, including the Foreign Corrupt Practices Act and the UK Bribery Act, the Group's Anti-Bribery and Corruption Policy define preventive measures, control mechanisms, and corrective actions for addressing such incidents. Key provisions include the prohibition of facilitation payments, unauthorized donations, or political contributions, along with clear guidance on sponsorships and lobbying activities. Ethics and compliance are reinforced through continuous oversight, regular training, and a strong culture of transparency, reporting, and accountability.

4. **Fraud Control Policy:** NMDC Group's Fraud Control Policy outlines a structured framework for identifying, preventing, and managing fraud risks across all operations. It clearly defines responsibilities for maintaining robust internal controls to safeguard the Group's financial integrity and promote a proactive culture of vigilance and accountability. No material instances of fraud were reported in 2025, demonstrating the efficacy of this approach.

5. **Speak Up Policy:** The Speak Up Policy establishes a secure, confidential, and, where requested, anonymous channel for employees, business partners, and other stakeholders to report any suspected wrongdoing, with full protection against retaliation. The policy encourages the reporting of unethical behaviors, including bribery, corruption, fraud, and human rights violations, and ensures that all reports are thoroughly and objectively investigated through a structured process managed by the Ethics & Compliance Department.

6. **Conflict of Interest Policy:** NMDC Group manages and mitigates potential conflicts of interest through a structured disclosure process outlined in its Conflict of Interest Policy. Employees are required to declare any actual or potential conflicts by completing the Conflict of Interest Disclosure Form upon joining the organization and as needed thereafter. This approach ensures transparency, accountability, and the integrity of decision-making across all levels of the Group.

7. **Gifts, Hospitality & Entertainment (GHE) Policy:** NMDC Group identifies and manages GHE through employees' disclosures guided by a GHE policy. Employees are required to disclose any GHE through the GHE disclosure form, when necessary.

8. **Executive Compensation Policy:** This policy ensures a balanced approach to executive remuneration by aligning incentives with sustainable growth, long-term value creation, operational excellence, and key ESG objectives. It promotes transparency and shareholder engagement through "say-on-pay" provisions, while accountability is reinforced through clawback clauses that allow for the recovery of rewards in the event of policy breaches or misconduct.

Ethics & Compliance Program and Risk Management Framework

NMDC Group's Ethics & Compliance Department oversees a comprehensive Ethics & Compliance Program built on three foundational pillars: prevention, detection, and remediation. This framework ensures that anti-bribery, anti-corruption, and ethical business practices are fully embedded across all levels of the organization:

- **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 Group continuedtargeted anti-bribery & corruption training sessions to employees across its locations, covering both Finance and Internal Audit teams including employees at NMDC Group's corporate office. Joint venture business partners also received training to ensure alignment with NMDC Group's Code of Conduct and anti-bribery & corruption principles. Training sessions included practical scenarios and real-world examples to strengthen participants' ability to identify and report potential bribery & corruption risks effectively.

Incidents of Corruption

NMDC Group 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 Group's anti-corruption program:

CONFIRMED INCIDENTS OF CORRUPTION

Year	2023	2024	2025
Number of Confirmed Incidents of Corruption	0	0	0

EMPLOYEE DISMISSALS OR DISCIPLINARY ACTIONS FOR CORRUPTION

Year	2023	2024	2025
Total Number of Confirmed Incidents	0	0	0

BUSINESS PARTNER CONTRACTS TERMINATED OR NOT RENEWED DUE TO CORRUPTION VIOLATIONS

Year	2023	2024	2025
Total Number of Confirmed Incidents	0	0	0

Key Anti-Bribery & Corruption Measures

The Ethics & Compliance Department at NMDC Group oversees a comprehensive Ethics & Compliance Program built on three key pillars: prevention, detection, and remediation. This framework ensures that principles of anti-bribery, anti-corruption, and ethical conduct are fully embedded across all levels of the organization, guiding decision-making and day-to-day operations:

1. **Internal Controls & Audit:** NMDC Group upholds stringent internal controls to ensure full compliance across its operations, incorporating compliance clauses into all contractual agreements. The Group's Ethics & Compliance Program includes robust preventive measures such as thorough due diligence on business partners and regular auditing mechanisms, fostering a secure, transparent, and accountable operational environment.

2. **Due Diligence and Risk Assessments:** Due diligence on business partners and external entities is a key component of NMDC Group's risk management framework. The Group conducts regular compliance risk assessments and enhanced due diligence for high-risk engagements, supported by continuous monitoring activities. These measures reinforce NMDC Group's commitment to preventing and mitigating bribery and corruption risks across all operations and partnerships.

3. **Speak Up Mechanism:** NMDC Group has established a whistleblowing mechanism, referred to as Speak up, which allows anyone to confidentially report any concern. Speak up guarantees protection against retaliation for those who speak up.

4. **Training and Awareness:** Ethics and Compliance provide regular training and awareness, keeping employees informed on policies, legal requirements and ethical standards.

5. **Record-Keeping Standards:** Ethics & Compliance records, including Speak Up concerns and investigation processes, are meticulously maintained by Ethics & Compliance. These records support transparency and enable NMDC Group to monitor and respond to ethical concerns promptly.

6. **Policy Review and Continuous Improvement:** Ethics & Compliance periodically reviews NMDC Group's Anti-Bribery and Corruption policies, updating them as necessary to align with evolving regulatory requirements and global best practices. Through ongoing improvement initiatives, the Group ensures it remains both compliant and competitive across all regions of operation, maintaining the highest standards of integrity and ethical conduct.

NMDC Group conducted a comprehensive fraud and corruption risk assessment across all subsidiaries and business units, covering key operational and support processes. This assessment carried out as part of the Group's 2025 Ethics & Compliance Plan was designed to evaluate exposure to bribery, fraud, and other forms of corruption. The preliminary results have been reviewed with management, and the final outcomes will be integrated into the Group's internal control framework and monitoring activities by the time this report is issued.

All Group operations are subject to periodic compliance reviews and internal audits to assess the effectiveness of existing controls and ensure ongoing alignment with anti-bribery, fraud-prevention, and ethical-conduct standards. The Group's Whistleblowing Speak Up channels remain active and accessible, with no material incidents of corruption reported during the reporting period.

NMDC Group's anti-corruption policies and procedures including the Business Code of Conduct, Fraud Control Policy, and Anti-Bribery & Corruption Policy have been formally communicated to all governance-body members, senior management, and employees. Regular briefings and targeted training sessions on ethical conduct, fraud awareness, and corruption-risk management are delivered across the Group, ensuring consistent understanding of responsibilities and expected behaviors across all regions of operation.

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

SUSTAINABILITY ACROSS OUR CAPITALS

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 Group is committed to responsible stewardship, embedding sustainability as a fundamental pillar of its business model. Our strategic focus extends beyond operational excellence to creating long-term value that benefits all stakeholders. In alignment with Abu Dhabi Vision 2030 and the UAE's Net Zero ambitions, we integrate ESG principles across all operations, reinforcing our contribution to the MENA region's environmental, social, and economic resilience. Guided by our vision, mission, and values, NMDC Group drives the energy transition, prioritizes safety and social responsibility, and upholds the highest standards of ethical and responsible business conduct.

OUR ESG FRAMEWORK & MATERIAL TOPICS

In 2024, NMDC Group implemented a six-month sustainability program that engaged all business units, requiring cross-departmental collaboration and extensive stakeholder engagement. At the core of this effort was a comprehensive review of the Group's ESG materiality, ensuring that its focus on environmental, social, and governance topics and the management of associated risks remains relevant, forward-looking, and supportive of sustained positive impact. This assessment identified 11 material topics spanning environmental, social, and governance matters. These topics remain relevant in 2025 and have not been reviewed or updated.

The program culminated in the creation of NMDC Group's sustainability framework, grounded in a shared vision of sustainable growth and progress. The framework is structured around five key pillars, eight core objectives, and 25 initiatives across the Group, all designed to enhance ESG impact, align with the corporate strategy, and strengthen the management of both traditional and emerging ESG-related risks.

In 2024, NMDC Group updated its materiality assessment to better identify and report on issues most critical to stakeholders and business operations. The assessment aligned with leading frameworks such as Morgan Stanley Capital International (MSCI), SASB, GRI, Global Industry Classification Standard and the Sustainable Industry Classification System, tailored to the construction and engineering sector. Through collaboration with internal stakeholders and industry experts, the Group refined its material topics, ensuring they remain relevant and impactful. The engagement process was conducted using approaches guided by IIRF, GRI, and AA1000. This approach strengthens NMDC Group's ability to manage ESG risks, respond to stakeholder priorities, and uphold its commitment to sustainable, responsible business practices. n 2025, the insights from this assessment continue to guide decision-making and operational priorities, ensuring that sustainability considerations remain integrated across the Group.

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

NMDC GROUP TOPICS AND ALIGNMENT WITH GRI AND ADX

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

STAKEHOLDER ENGAGEMENT

Collaboration with stakeholders lies at the core of NMDC Group's sustainability approach. We maintain continuous dialogue with our stakeholders, integrating their insights and feedback into our strategic and operational decision-making processes. This proactive engagement enables us to respond effectively to evolving expectations and strengthens our role as a trusted and responsible partner. Through these ongoing collaborations, we create long-term value, address critical sustainability challenges, and pursue opportunities that foster shared growth and resilience.

EMBEDDING ESG INTO OUR OPERATIONS

NMDC Group's ESG approach is holistic and integrated, embedding sustainability into our projects, operations, and decision-making processes. NMDC Group is committed to embedding sustainability across all operations through its **Sustainability Policy**, aligned with the UN Sustainable Development Goals and the UAE's net-zero ambitions. The Group focuses on **environmental stewardship** through carbon management, energy efficiency, biodiversity conservation, sustainable waste and water management, and climate adaptation. **Social responsibility** is promoted via community engagement, local content development, workforce welfare, health and safety, and diversity and inclusion. Strong **governance and transparency** ensure ethical conduct, stakeholder engagement, and clear sustainability oversight. Finally, NMDC Group drives continuous improvement through innovation, performance monitoring, capacity building, and adoption of global best practices, reinforcing sustainable value creation for all stakeholders.

SUSTAINABILITY GOVERNANCE

The Group has established a robust structure, with the Sustainability & ESG Committee shaping strategy and performance, supported by a dedicated Sustainability Task Force to implement initiatives across departments. Sustainability Champions in every department ensure alignment between strategy and day-to-day action, embedding ESG principles throughout the organization.

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 • Emiratization • 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

MSCI RATINGS

MSCI's provisional AA ESG rating for NMDC Group for two consecutive years (2024 and 2025) reflects our sustained commitment to integrating sustainability across all aspects of our operations. MSCI ESG Ratings assess a company's resilience to long-term, financially material ESG risks by evaluating its exposure to and management of such factors, positioning NMDC Group as a Leader within the Engineering & Construction industry. Building on this recognition, the Group remains focused on strengthening its sustainability leadership and is actively working toward achieving an AAA rating.

MSCI

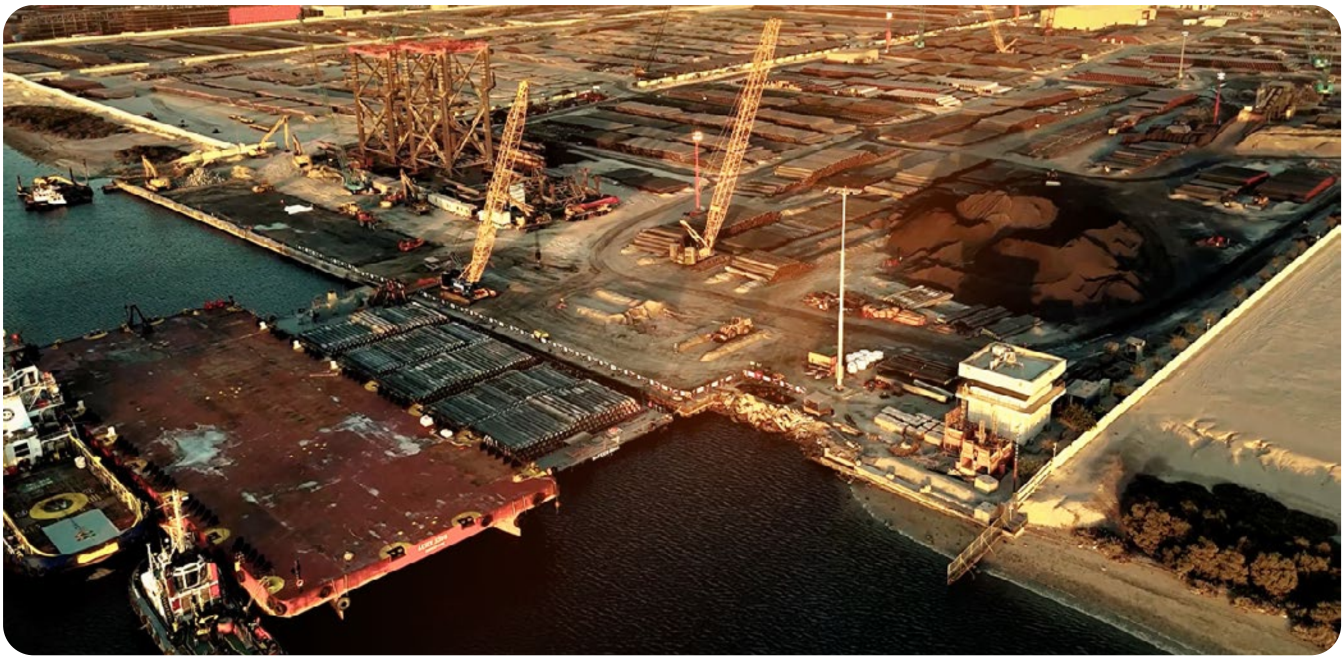
CCC | B | BB | BBB | A | AA | AAA

A company leading its industry in managing the most significant ESG risks and opportunities.

NMDC GROUP AND NMDC ENERGY
RECOGNIZED FOR SUSTAINABILITY LEADERSHIP

In 2025, NMDC Group and NMDC Energy received dual recognition for their sustainability performance. At the inaugural Sustainability 2040 Awards, NMDC Group was named Overall Winner – Sustainable Business of the Year in the Middle East for its Data-Driven Materiality and Transparency Program, while NMDC Energy was recognized for Decarbonization and Operational Excellence.

Additionally, both entities were awarded the Gold Sustainability Label by the Abu Dhabi Chamber of Commerce and Industry (ADCCI) during Abu Dhabi Sustainability Week. The award evaluates companies across 34 sustainability themes, including governance, risk management, value creation, and leadership.



Strategic Initiatives and Vertical Expansion

Aligned with our commitment to the energy transition and renewable energy growth, NMDC Group is pursuing vertical expansion and strategic initiatives to extend our impact across multiple sector.

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 Decarbonization:** We have submitted a feasibility offer for the Emirates Waste to Energy Project. This involves a 400 KTA 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 mineralization 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, utilization, 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

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.

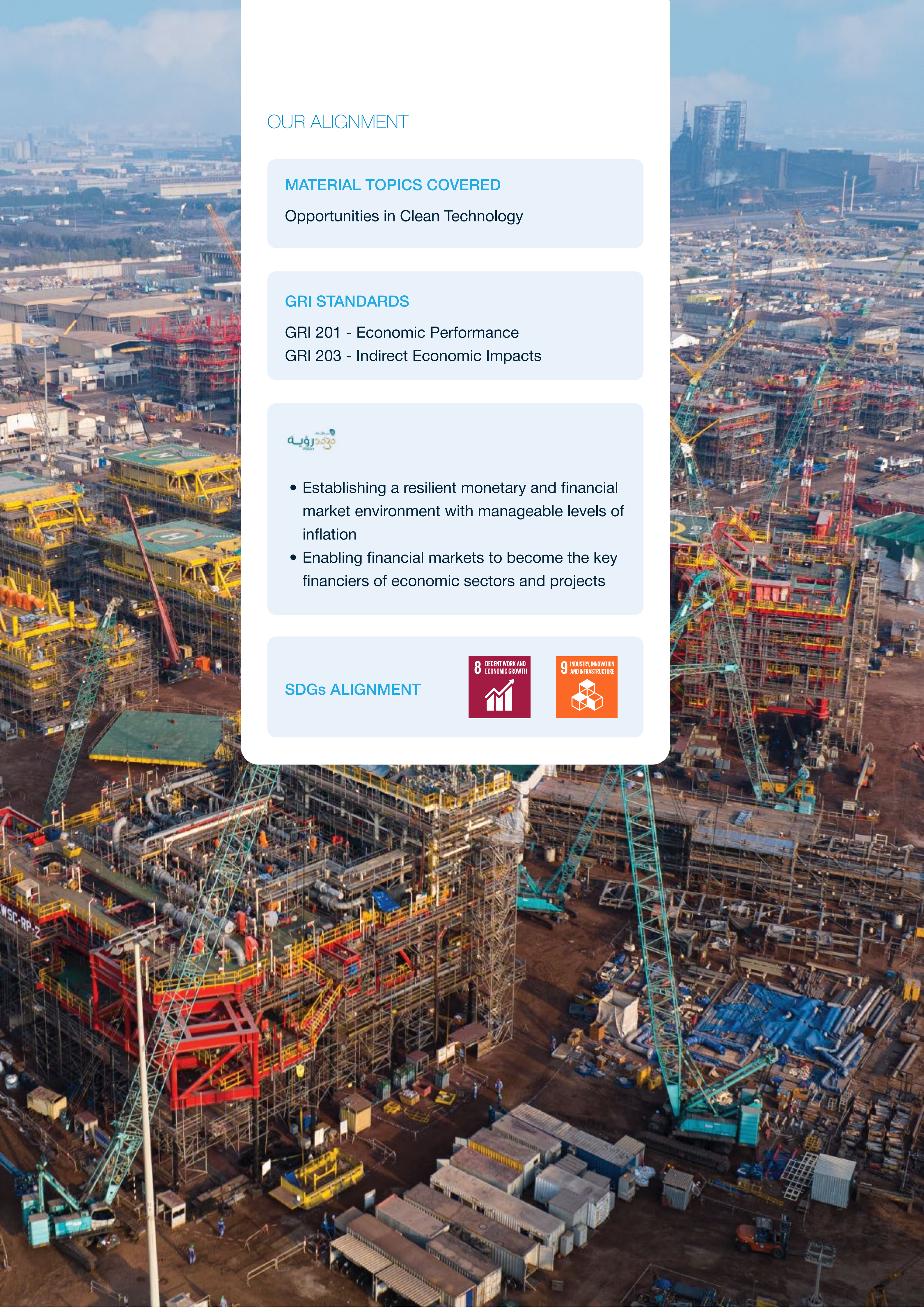
NMDC Group Partners with Forbes ME for the Second Edition of the Sustainability Leaders' Summit

NMDC Group partnered with **Forbes Middle East** for the second edition of the **Sustainability Leaders' Summit**, held under the theme **"Shaping a Sustainable Tomorrow."** Chaired by **H.E. Dr. Thani bin Ahmed Al Zeyoudi, UAE Minister of State of Foreign Affairs**, the summit convened prominent leaders from the public and private sectors to explore pathways for strengthening climate resilience while sustaining economic growth. The forum served as a vital platform for dialogue on aligning sustainability ambitions with innovation, investment, and long-term value creation.

The summit featured a series of insightful keynote speeches and dynamic panel discussions, underscoring NMDC Group's strong commitment to embedding sustainability at the core of its business strategy. NMDC leaders highlighted the critical role of collaboration, responsible leadership, and integrated ESG practices in addressing environmental challenges and advancing sustainable development across industries.

In recognition of its impactful efforts and leadership in sustainability, **NMDC Group was awarded the prestigious Sustainability Leaders Award**, presented by **H.E. Dr. Thani bin Ahmed Al Zeyoudi**. This accolade reaffirmed NMDC Group's dedication to sustainable development, climate action, and collective responsibility, while reinforcing its role as a regional leader committed to shaping a resilient and sustainable future.

OUR FINANCIAL CAPITAL



OUR ALIGNMENT

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

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

OUR FINANCIAL CAPITAL

Financial Performance

NMDC Group delivered a solid financial performance in 2025, supported by disciplined execution, continued project delivery, and a strong asset base. Net profit reached AED 4.0 billion, reflecting sustained profitability despite a normalization in revenues following the exceptional growth recorded in the previous year. Revenues totaled AED 28.8 billion, remaining above 2024 levels and demonstrating the Group's ability to maintain scale across its diversified operations.

The Group's financial position continued to strengthen during the year, with total assets increasing to AED 39.7 billion, up from AED 33.2 billion in 2024, driven by ongoing investment in strategic assets and project execution. Earnings per share stood at AED 4.29, reflecting continued value generation for shareholders, while the Group's project backlog provided clear visibility over future revenues and supported its medium-term growth outlook.

For a comprehensive analysis of NMDC Group's financial performance in 2025, please refer to the NMDC Group's financial statement.

NMDC Group	2023	2024	2025
Total Revenues (AED bn)	16.7	26.3	28.8
Net Profits (AED bn)	2.2	3.1	4.0
Total Assets (AED bn)	20.8	33.2	39.7
Earnings per Share (AED)	2.61	3.55	4.29

Total Amount Invested in Technology and Innovation – NMDC Group	2023	2024	2025
Total Amount in AED'000	22,734	10,916	92,500
The nature of the most significant investments	Implementation of Oracle Fusion system		Vessel & dredger upgrades

Economic Value Creation

NMDC Group is committed to driving sustainable growth that benefits both its stakeholders and the wider communities it serves. By generating economic value responsibly and ensuring it is shared equitably, the Group aims to make a meaningful contribution to society while strengthening its own long-term resilience.

Central to this mission is a focus on empowering the workforce. NMDC Group provides competitive and fair compensation, supporting employees' financial stability and enabling them to plan for the future. A motivated and secure workforce remains a cornerstone of the Group's ongoing success and innovation.

Beyond its operations, NMDC Group actively contributes to national development through responsible tax practices. By fulfilling its obligations transparently, the Group helps fund critical public services and infrastructure, reinforcing the communities in which it operates.

The Group also leverages its procurement strategy to support local economies. By prioritizing local suppliers and fostering collaborative partnerships, NMDC Group supports business growth, job creation, and resilient economic ecosystems. In doing so, the Group ensures its impact extends far beyond its immediate operations, contributing to the long-term prosperity of the regions it serves.

NMDC Group continues to advance its journey toward operational excellence through sustained investment in technology and innovation.

Key investments during the year focused on enhancing core business systems, including the continued rollout of the Oracle Fusion platform. These improvements are designed to strengthen integration, efficiency, and transparency across all subsidiaries, ensuring data-driven decision-making and streamlined processes.

Through these initiatives, NMDC Group reaffirms its belief that technological advancement is fundamental to sustainable growth. By aligning innovation with operational performance and social value creation, the Group is building a future where economic progress, digital capability, and societal benefit move forward together.

NMDC Group CFO champions collaborative financial strategies at ADIPEC 2025

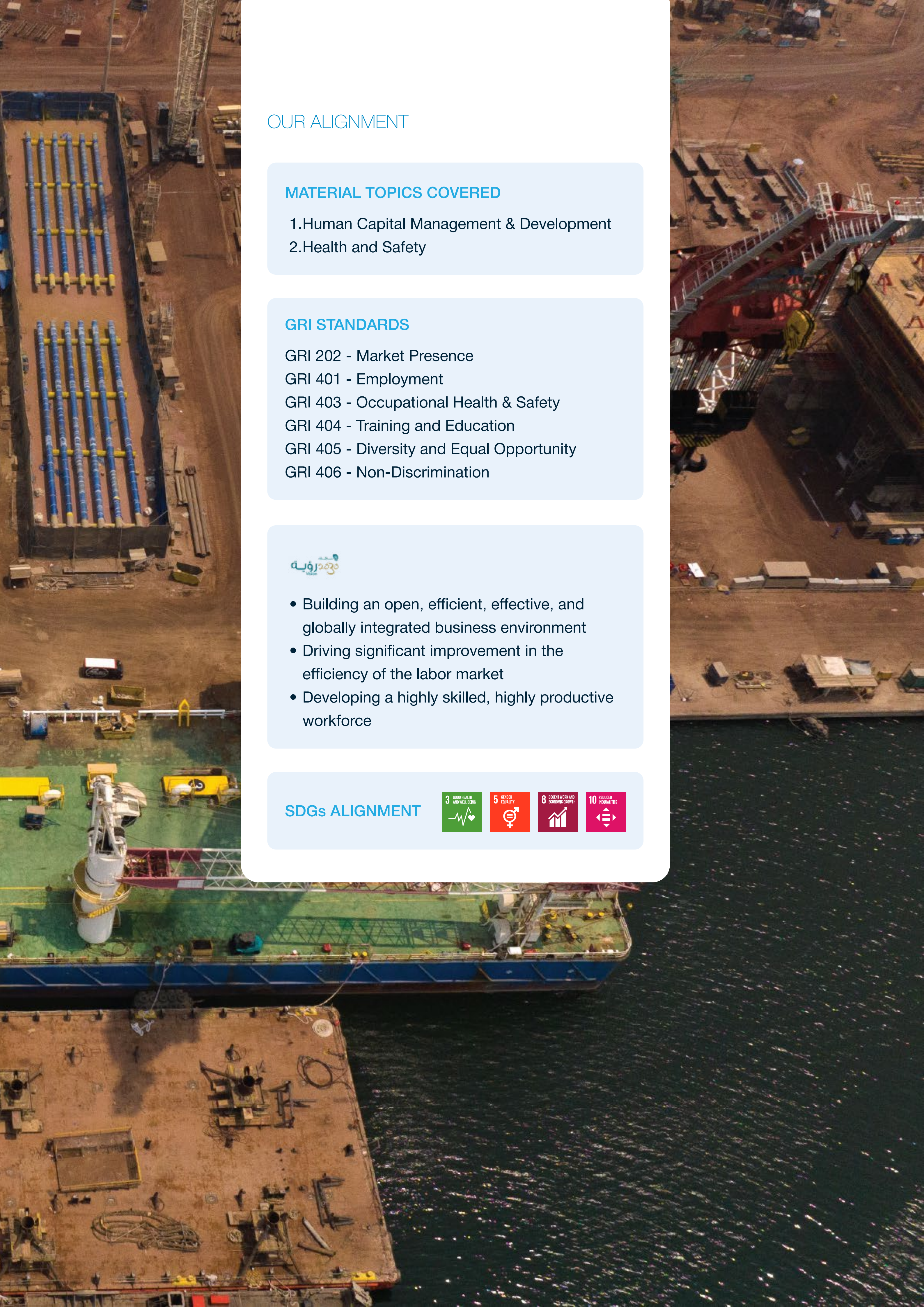
Chief Financial Officer of NMDC Group took center stage at the Abu Dhabi International Petroleum Exhibition & Conference 2025 (ADIPEC 2025), participating as a distinguished panelist in the strategic session: "Bridging the Finance Gap through Global Partnerships for Maritime & Logistics Infrastructure."

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 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 standards of ESG.
- **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.

OUR HUMAN CAPITAL



OUR ALIGNMENT

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

- 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

OUR HUMAN CAPITAL

Human Capital Management & Development

BUILDING ONE CULTURE ACROSS SUBSIDIARIES

At NMDC Group, people are at the heart of sustainable growth. The Group's human capital strategy focuses on creating a cohesive, high-performing culture across all subsidiaries, guided by the Group's values of Knowledge, Accountability, Morality, Alliance, and Leadership. This shared culture encourages collaboration, builds trust, and empowers employees to contribute meaningfully to organizational success.

Employees are supported to think critically, offer candid feedback, and lead by example—behaviors that strengthen teamwork, break down silos, and promote innovative problem-solving. By embedding these practices into daily operations, NMDC Group nurtures a creative environment that seeks continuous improvement.

The Code of Conduct reinforces these values by establishing clear standards for integrity, ethical decision-making, and professional behavior across all operations. Complementary policies on non-discrimination and anti-harassment, backed by training and reporting via dedicated phone and email channels , ensure that the workplace remains safe, respectful, and inclusive for everyone.

In 2025, NMDC Group's total workforce across all Business Units (India, KSA, Egypt, and the UAE) comprised 27,236 employees, including 751 female and 26,485 male employees. For consistency, all workforce data tables included in this report cover UAE-based employees only.

Employee Breakdown by Business Unit*	NMDC D&M	NMDC Energy	NMDC Infra	NMDC Engineering**
2023	3,134	14,532	668	N/A
2024	3,688	16,281	709	28
2025	3,948	18,777	2,113	39

* All employees are on a full-time basis. NMDC Group Corporate office employees are included under NMDC D&M.
** Number of employees for NMDC Engineering in 2024 and 2025 is reported separately as opposed to previous years where the number was reported under NMDC D&M.

In line with international best practices, NMDC Group actively upholds human rights and fair labor principles, guided by the UN Global Compact and International Labor Organization (ILO) conventions. The introduction of a dedicated Human Rights Policy last year strengthened the Group's commitment to safeguarding labor rights, prohibiting child or forced labor, and ensuring equitable treatment for all employees, while aligning with both local laws and global standards.

Recognizing that its people are its greatest asset, NMDC Group earned global praise for its focus on mental health and workforce wellbeing:

- **2nd Place (Commended) in the $1 Million Human Energy Awards 2025:** Out of over 100 global entries, NMDC Group was honored at ADIPEC 2025 for its pioneering Mental Health Campaign.
- **Impact:** The campaign established a comprehensive wellbeing framework for 10,000 personnel, integrating clinical screening with evidence-based mental health support. This initiative was praised for its scalability and its focus on the "Human Energy" required to power the global energy sector safely.

EMPLOYEE BREAKDOWN BY GENDER

		2023		2024		2025	
		Number	Percentage	Number	Percentage	Number	Percentage
NMDC DREDGING & MARINE	Male	2,993	95.50%	3,510	95.17%	3,736	94.72%
	Female	141	4.50%	178	4.83%	212	5.28%
NMDC ENERGY	Male	14,283	98.33%	15,973	98.11%	18,454	98.15%
	Female	243	1.67%	308	1.89%	323	1.85%
TOTAL	Male	17,276	97.83%	19,483	97.57%	22,190	97.52%
	Female	384	2.17%	486	2.43%	533	2.48%
Total Number		**17,666**		**19,969**		**22,725**	

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

Grievances	Number of grievances filed in the reporting period	Number of these grievances addressed or resolved	Number of grievances filed prior to the reporting period that were resolved during the reporting period
2023	33	33	0
2024	31	30	0
2025	3	0	0

EMPLOYEE RECRUITMENT AND RETENTION

NMDC Group's approach to employment is founded on the principles of fairness, opportunity, and well-being. Guided by industry best practices, the Group focuses on fostering rewarding careers, promoting equal opportunity, and fostering an environment where employees can thrive both personally and professionally.

To attract and retain exceptional talent, NMDC Group adopts a strategic, merit-based recruitment process that emphasizes transparency and skills alignment. Structured interviews and competency-based assessments ensure that hiring decisions are fair and objective. Competitive compensation, career development pathways, and a supportive workplace culture further strengthen the Group's position as an employer of choice.

Recruitment initiatives are closely aligned with the Group's growth strategy, targeting both market expansion and capability enhancement. NMDC Group has established a strong international recruitment network to attract skilled professionals and specialized expertise, particularly in areas such as taxation, labor compliance, mobilization, and market benchmarking. The Mobility Policy enables the seamless movement of talent across geographies, ensuring the Group remains agile and well-equipped to meet evolving business needs.

In parallel, NMDC Group continues to invest in developing future capabilities, with a focus on building technical and leadership skills aligned with emerging business priorities, including onshore operations. The Fresh Graduate Program remains a cornerstone of the Group's Emiratization efforts, nurturing young national talent and reinforcing NMDC Group's role as a key contributor to the UAE's human capital development agenda.

Retention and engagement are equally critical to the Group's human capital strategy. Initiatives such as mentorship programs, Individual Development Plans (IDPs), professional training, and structured succession planning support long-term career growth and leadership readiness. Flexible work arrangements, competitive benefits, and a strong emphasis on respect and belonging enhance employee well-being and satisfaction. Feedback is regularly collected through feedback sessions to ensure that employee voices are heard and that NMDC Group continues to evolve as a dynamic, inclusive, and empowering workplace.


NMDC
GROUP

In 2025, NMDC Group created 5,262 employment opportunities across NMDC D&M and NMDC Energy, representing a 29% increase compared to the previous year. Among the new hires, 132 were women, and 32% of total recruits were under the age of 30, reflecting the Group's commitment to workforce diversity, youth employment, and long-term talent development.

New Hires

TOTAL NEW HIRES BY GENDER

		2023		2024		2025	
		Number	Percentage	Number	Percentage	Number	Percentage
NMDC DREDGING & MARINE	Male	577	19.28%	646	18.40%	424	11.35%
	Female	34	24.11%	55	30.90%	54	25.47%
NMDC ENERGY	Male	857	6.00%	3,279	20.53%	4,706	25.50%
	Female	164	67.49%	104	33.77%	78	24.15%
TOTAL	Male	1,434	8.30%	3,925	20.15%	5,130	23.12%
	Female	198	51.56%	159	32.72%	132	24.67%
Total Number		**1,632**		**4,084**		**5,262**	

NEW HIRES BY AGE GROUP

		2023		2024		2025	
		Number	Rate	Number	Rate	Number	Rate
NMDC DREDGING & MARINE	<30	117	50.43%	132	57.14%	66	27.97%
	30-50	494	20.46%	518	18.32%	379	12.87%
	>50	0	0.00%	51	8.11%	33	4.30%
NMDC ENERGY	<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%
TOTAL	<30	347	15.09%	1,045	43.94%	1,668	50.08%
	30-50	1,119	9.10%	2,881	19.39%	3,464	21.46%
	>50	86	3.94%	158	5.78%	130	4.00%

Turnover

TOTAL EMPLOYEES THAT LEFT

		2023		2024		2025	
		Number	Percentage	Number	Percentage	Number	Percentage
NMDC DREDGING & MARINE	Male	164	5.48%	139	3.96%	132	3.53%
	Female	15	10.64%	10	5.62%	15	7.08%
NMDC ENERGY	Male	197	1.38%	1,478	9.25%	1,835	9.94%
	Female	33	13.58%	43	13.96%	52	16.10%
TOTAL	Male	361	2.09%	1,617	8.30%	1,967	3.53%
	Female	48	12.50%	53	10.91%	67	7.08%
Total Number		**409**		**1,670**		**2,034**	

TOTAL EMPLOYEES THAT LEFT BY AGE GROUP

		2023		2024		2025	
		Number	Rate	Number	Rate	Number	Rate
NMDC DREDGING & MARINE	<30	21	9.05%	6	2.60%	16	6.78%
	30-50	119	4.93%	77	2.72%	115	3.91%
	>50	39	8.01%	31	4.93%	16	2.08%
NMDC ENERGY	<30	50	11.13%	299	13.93%	409	13.21%
	30-50	158	6.55%	1,107	9.20%	1,394	10.56%
	>50	22	5.07%	115	5.46%	84	3.38%
TOTAL	<30	71	3.09%	305	12.83%	425	12.76%
	30-50	277	2.10%	1,184	7.97%	1,509	9.35%
	>50	61	2.80%	146	5.34%	100	3.08%

TOTAL HIRING & TURNOVER RATES

	2023		2024		2025	
	Total Hiring Rate	Total Turnover Rate	Total Hiring Rate	Total Turnover Rate	Total Hiring Rate	Total Turnover Rate
NMDC DREDGING & MARINE	19.50%	5.71%	19.01%	4.04%	12.11%	3.72%
NMDC ENERGY	7.03%	1.58%	20.78%	9.34%	25.48%	10.05%
TOTAL	**9.24%**	**2.32%**	**20.45%**	**8.36%**	**23.16%**	**8.95%**

LEARNING, DEVELOPMENT, AND SKILLS UPGRADING

NMDC Group views continuous learning as a cornerstone of sustained performance and long-term success. Recognizing that an agile, skilled workforce is vital to competitiveness, the Group has embedded professional growth into its organizational culture through a comprehensive Employee Training and Development Policy. This framework supports employees at every career stage, providing equitable access to resources that enhance skills, expand knowledge, and prepare them for future opportunities.

NMDC Group continues to strengthen its sustainability culture through targeted awareness and capacity-building initiatives. As part of this approach, the Group has introduced innovative tools, including an internal awareness video that highlights the importance of sustainability and its relevance across NMDC Group's operations.

In parallel, through a structured approach that includes workshops, certifications, and e-learning platforms, NMDC Group ensures that development initiatives remain relevant, accessible, and aligned with evolving business needs. Regular Training Needs Assessments are conducted to identify skill gaps and tailor learning programs to both individual development goals and organizational strategic objectives.

As part of these efforts, employees were enrolled in a foundational Climate Adaptation & Resilience e-learning course delivered through the International Union for Conservation of Nature (IUCN) Academy. The course supports a shared understanding of climate change, biodiversity, and conservation principles, and strengthens internal capabilities to consider climate-related risks, impacts, and adaptation measures across projects and operations.

The Group's Performance Development System complements this by incorporating annual reviews, personal development plans, and career progression discussions, fostering continuous improvement and accountability. Together, these initiatives strengthen NMDC Group's commitment to building a high-performing, future-ready workforce where every employee is empowered to learn, grow, and excel.

NMDC Group provides a wide range of training programs and tools suitable for different professional levels, among which are:

INTERNAL TRAINING PROGRAMS

Regular workshops and in-house sessions to enhance employees' leadership skills, technical proficiency, and compliance awareness.

E-LEARNING PLATFORMS

NMDC Group offers access to a digital learning platform featuring diverse courses on technical and professional topics, enabling employees to learn flexibly and continuously at their own pace.

MENTORSHIP AND JOB ROTATION

Structured mentorship programs connect experienced leaders with early-career professionals, while job rotation opportunities expose employees to different business units, broadening their skill sets and perspectives.

CROSS-DEPARTMENTAL PROJECTS AND PERSONALIZED LEARNING

Employees are encouraged to take part in cross-functional initiatives and customized learning tracks, fostering collaboration, knowledge exchange, and professional growth aligned with their career ambitions.

EXTERNAL LEARNING OPPORTUNITIES

Employees are encouraged to pursue recognized certifications and specialized industry programs delivered by external partners, enriching their professional expertise and introducing best practices from the wider market.

SUCCESSION PLANNING

The Group proactively builds leadership continuity by identifying emerging talent early and equipping them with the skills and exposure needed to step into key positions. This ensures business resilience and readiness for future growth.

LEADERSHIP DEVELOPMENT

Targeted programs, including advanced training and executive coaching, are offered to employees identified as potential future leaders, helping them build strategic, decision-making, and people management capabilities.

INNOVATION LAB

This internal initiative inspires creativity and problem-solving by encouraging employees to experiment with new ideas and design innovative solutions that can be scaled across the Group.

This holistic approach to learning and development backed by continuous feedback opportunities equips NMDC Group's workforce with agility and motivation to navigate evolving business demands, reinforcing the Group's long-term growth and resilience.

Graduation of the First Two Cohorts from the Tamkeen Program

In line with its commitment to nurturing talent and fostering professional growth, NMDC Group celebrated the graduation of 50 employees from two cohorts of the Tamkeen Program during a ceremony held on the 7th of July 2025.

Organized by the Capability Development team, the Tamkeen Program is designed to empower entry-level and junior employees by strengthening their communication, leadership, and teamwork skills. Participants engaged in a holistic development journey that included the Insights Discovery Profile, Harrison Assessment, micro-learning through edApp, and group coaching sessions.

The program concluded with an internationally recognized certification from the Institute of Lead-ership and Management, reflecting NMDC Group's dedication to building a skilled, confident, and future-ready workforce equipped to drive the Group's long-term success.

Sustainability Awareness Session

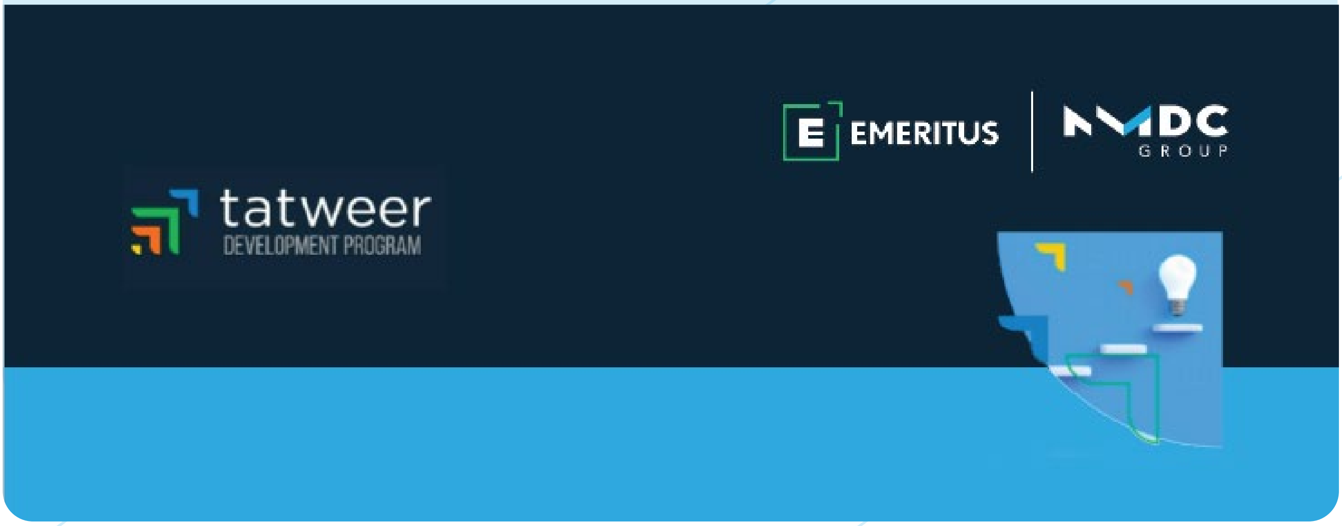
The Capability Development Team hosted a Sustainability Awareness Session in August 2025. Led by Sustainability Director Dr. Muhammad Tayab, the session highlighted the strategic importance of ESG principles in enhancing long-term value, operational excellence, and stakeholder trust. The discussion emphasized the Group's priority shift toward clean technologies and decarbonization as essential steps in building a more sustainable and future-ready organization.

Tatweer Leadership Program

NMDC Group successfully launched the Tatweer Program, a nine-month leadership development journey designed for employees with 3–5 years of tenure. The program aims to align emerging talent with the company's leadership principles while building a strong future talent pipeline.

Through interactive modules, participants developed skills in strategic initiative, inquiry, collaboration, conflict resolution, and resilient decision-making. The program included live simulations, reflection assignments, group coaching sessions, and a final pitch presentation culminating in a graduation ceremony. A total of 30 participants were assessed via the Thriving Index, measuring competencies predictive of performance, engagement, and retention. Participants also gained access to a virtual learning portal with supporting resources, ensuring continued learning beyond the program.

This initiative reinforces NMDC Energy's commitment to developing high-potential talent and strengthening leadership capabilities across the organization.



The Project Management Club Launch

The Project Management Club has been launched as an MS Teams-based learning and collaboration platform aimed at strengthening project management capabilities across the organization. The club serves as a dynamic space for both aspiring professionals, particularly those preparing for Project Management Professional, Capital Asset Pricing Model, Agile, and other certifications, and experienced practitioners seeking continuous development.

Through this community, members engage in daily discussions on core project management concepts, interactive Q&A and knowledge-sharing sessions, real-world scenario discussions, and application-based learning. The platform also provides certification preparation support, including study strategies, exam guidance, and insights from colleagues who have successfully achieved professional certifications. In addition, members gain exposure to Agile practices, leadership competencies, and Project Management Body of Knowledge based principles.

Participation is open to anyone with an interest in project management, whether preparing for a certification or currently leading projects. Members are encouraged to actively contribute by sharing their experiences, techniques, resources, and practical insights.

TOTAL TRAINING HOURS BY GENDER

		2023	2024	2025
NMDC DREDGING & MARINE	Female	3,717	3,922	4,736
	Male	52,124	58,725	63,069
NMDC ENERGY	Female	6,434	10,442	14,445
	Male	35,609	31,819	28,336
Total	Female	10,151	14,364	19,181
	Male	87,733	90,544	91,404

AVERAGE TRAINING HOURS PER EMPLOYEE BY GENDER

		2023	2024	2025
NMDC DREDGING & MARINE	Female	26.36	22.03	22.34
	Male	17.42	16.73	16.88
NMDC ENERGY	Female	26.48	33.90	44.72
	Male	2.49	1.99	1.54
Total	Female	26.43	29.56	35.85
	Male	5.08	4.65	4.12

TRAINING HOURS PER EMPLOYEE-BY-EMPLOYEE CATEGORY

		2023		2024		2025	
		Hours	Average	Hours	Average	Hours	Average
NMDC DREDGING & MARINE	Labor	2,040	7.42	1,343	7.99	980	0
	Entry Level	25,054	16.49	23,277	12.28	31,112	14.5
	Mid-Level	23,429	20.32	31,345	22.57	29,958	19.4
	Senior Manager	5,318	28.44	6,683	28.44	5,743	21.2
NMDC ENERGY	Labor	N/A	N/A	3,098	0.24	3,042	0.2
	Entry Level	20,912	13.14	16,988	11.11	22,866	14.28
	Mid-Level	18,743	11.96	15,413	13.75	11,314	8.8
	Senior Manager	2,388	17.30	6,762	14.09	5,555	10.27
Total	Labor	2,040	0.18	4,441	0.33	4,023	0.26
	Entry Level	45,966	6.72	40,265	11.76	53,989	14.4
	Mid-Level	42,172	15.50	46,758	18.63	41,273	14.6
	Senior Manager	7,706	23.71	13,445	18.80	11,300	13.9

PERFORMANCE EVALUATIONS

NMDC Group places strong emphasis on ensuring that every employee understands how their role contributes to the Group's overall strategy and long-term goals. Regular communication and transparent performance processes help employees see the connection between individual achievements and NMDC Group's broader growth trajectory, reinforcing engagement and purpose across the organization.

The Group's **ONE Culture** remains at the heart of its performance management approach, encouraging behaviors that reflect shared values and strengthen collaboration across all subsidiaries. Through this culture, employees are inspired to embody NMDC Group's principles of excellence, integrity, and innovation in their daily work.

To drive accountability and continuous improvement, NMDC Group operates a comprehensive enterprise performance management system that tracks progress against clearly defined KPIs on a quarterly basis. The KPIs are developed in partnership with management teams and span over operational, financial, and HSE dimensions, ensuring alignment across all business units and projects. This structure promotes consistent performance standards while linking individual contributions to collective success.

The Group's assessment framework provides employees with constructive feedback, career guidance, and development opportunities. Annual reviews combine competency-based evaluations with measurable objectives, particularly for middle and senior management roles. This balanced approach ensures performance assessments are fair, transparent, and tied to both professional growth and organizational priorities.

Through this integrated system, NMDC Group fosters a culture of high performance, accountability, and shared purpose, empowering its people to contribute meaningfully to the Group's ongoing success and sustainable growth.

PERCENTAGE OF EMPLOYEES RECEIVING PERFORMANCE AND CAREER DEVELOPMENT REVIEWS BY GENDER

		2023	2024	2025
NMDC DREDGING & MARINE	Female	95.74%	94.94%	100%
	Male	96.59%	97.12%	100%
NMDC ENERGY	Female	49.79%	54.55%	100%
	Male	21.32%	19.45%	100%
NMDC GROUP	Female	66.67%	69.34%	100%
	Male	34.36%	33.44%	100%

PERCENTAGE OF EMPLOYEES RECEIVING PERFOMANCE AND CAREER DEVELOPMENT REVIEWS BY CATEGORY

		2023	2024	2025
NMDC DREDGING & MARINE	Labor	48.00%	0.00%	100%
	Entry Level	102.76%	103.53%	100%
	Mid-Level	99.22%	99.06%	100%
	Senior Manager	101.07%	101.70%	100%
NMDC ENERGY	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%
NMDC GROUP	Labor	3.90%	0.00%	100%
	Entry Level	96.43%	57.31%	100%
	Mid-Level	80.37%	54.82%	100%
	Senior Manager	172.31%	33.43%	100%

COMPENSATION AND LINKS TO SUSTAINABILITY

NMDC Group's compensation framework is designed to drive performance, reinforce accountability, and advance the Group's long-term sustainability objectives. Executive remuneration is governed by a clearly defined Executive Compensation Policy, which ensures that pay structures remain fair, transparent, and aligned with business results and stakeholder expectations.

The policy covers a balanced mix of fixed and variable components including base salary, allowances, pensions, bonuses, and other benefits, and is benchmarked against industry standards to ensure competitiveness. It also reflects NMDC Group's compliance with UAE labor laws and other host country regulations, including provisions for end-of-service benefits and local transparency requirements.

The Nomination and Remuneration Committee of the Board oversees the review and approval of executive pay proposals, ensuring sound governance and consistency with the Group's strategic direction.

Performance-based incentives are directly tied to measurable outcomes such as individual and team achievements, operational excellence, and contributions to sustainability priorities including health, safety, and environmental performance. By linking ESG indicators to reward mechanisms, NMDC Group reinforces a culture where sustainability and performance are mutually reinforcing.

The Group continues to evolve its remuneration practices to deepen the integration of ESG criteria into variable pay as additional sustainability targets are introduced. Complementing this structure, NMDC Group's recognition programs celebrate exceptional employee contributions that exemplify innovation, leadership, and commitment to the Group's core values. Through this approach, NMDC ensures that its reward system not only motivates excellence but also drives meaningful impact across its operations.

NO INCIDENTS
of discrimination for the past three years at NMDC D&M and NMDC Energy

DIVERSITY, INCLUSION, AND EQUAL OPPORTUNITY

NMDC Group remains deeply committed to fostering a workplace that reflects diversity, inclusivity, and respect for all. The Group views diversity not only as a social responsibility but as a strategic advantage that drives innovation, collaboration, and sustainable growth. By embracing employees from a wide range of backgrounds including women, people of determination, and individuals from different nationalities and cultures NMDC creates a truly global and inclusive environment.

This commitment is embedded through comprehensive Diversity, Equity, and Inclusion (DEI) policy and initiatives that promote equal access to opportunities, fair treatment, and inclusive career pathways. Introduced in 2024, the Group's DEI Policy provides a unified framework across all business units, ensuring that recruitment, professional development, and workplace practices are aligned with international standards such as the ILO Conventions on non-discrimination and equal opportunity.

The policy outlines clear objectives on equitable hiring, employee engagement, and diversity performance metrics. These include gender representation, inclusion of underrepresented groups, DEI training participation, and compensation equity reviews. Progress is regularly tracked to ensure accountability and transparency in achieving diversity goals.

NMDC Group's recruitment approach remains merit-based, emphasizing skills, experience, and potential, while ensuring fair representation. Flexible work arrangements are also available to support employees balancing caregiving or personal responsibilities.

To advance gender diversity, NMDC Group continues to implement targeted initiatives aimed at recruiting, retaining, and developing female talent. These efforts include specialized recruitment campaigns, leadership training programs, and mentorship opportunities with senior women leaders. Together, these initiatives cultivate an environment where women are empowered to grow, lead, and contribute to the Group's success.

TOTAL EMPLOYEES BY EMPLOYEE CATEGORY AND BY GENDER

			2023		2024		2025	
			Number	Rate	Number	Rate	Number	Rate
NMDC DREDGING & MARINE	Labor	Male	262	95.27%	154	91.67%	0	0.00%
		Female	13	4.73%	14	8.33%	0	0.00%
	Entry Level	Male	1,454	95.72%	1,810	95.46%	2,019	94.52%
		Female	65	4.28%	86	4.54%	117	5.48%
	Mid-Level	Male	1,101	95.49%	1,324	95.32%	1,459	94.68%
		Female	52	4.51%	65	4.68%	82	5.32%
	Senior Manager	Male	176	94.12%	222	94.47%	258	95.20%
		Female	11	5.88%	13	5.53%	13	4.80%
NMDC ENERGY	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%
TOTAL	Labor	Male	11,492	99.89%	13,304	99.89%	15,356	99.99%
		Female	13	0.11%	15	0.11%	2	0.01%
	Entry Level	Male	2,877	92.51%	3,103	90.60%	3,375	90.31%
		Female	233	7.49%	322	9.40%	362	9.69%
	Mid-Level	Male	2,595	95.40%	2,384	94.98%	2,669	94.71%
		Female	125	4.60%	126	5.02%	149	5.29%
	Senior Manager	Male	312	96.00%	692	96.78%	790	97.29%
		Female	13	4.00%	23	3.22%	22	2.71%

TOTAL EMPLOYEES BY EMPLOYEE CATEGORY AND BY AGE GROUP

			2023		2024		2025	
			Number	Rate	Number	Rate	Number	Rate
NMDC DREDGING & MARINE	Labor	<30	46	16.73%	24	14.29%	0	0.00%
		30-50	205	74.55%	130	77.38%	0	0.00%
		>50	24	8.73%	14	8.33%	0	0.00%
	Entry Level	<30	122	8.03%	169	8.91%	194	9.08%
		30-50	1,169	76.96%	1,413	74.53%	1,556	72.85%
		>50	228	15.01%	314	16.56%	386	18.07%
	Mid-Level	<30	64	5.55%	38	2.74%	42	2.73%
		30-50	909	78.84%	1,124	80.92%	1,216	78.91%
		>50	180	15.61%	227	16.34%	283	18.36%
	Senior Manager	<30	0	0.00%	0	0.00%	0	0.00%
		30-50	132	70.59%	161	68.51%	172	63.47%
		>50	55	29.41%	74	31.49%	99	36.53%
NMDC ENERGY	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%
TOTAL	Labor	<30	1,840	15.99%	1,856	13.93%	2,781	18.11%
		30-50	8,617	74.90%	10,070	75.61%	10,995	71.59%
		>50	1,048	9.11%	1,393	10.46%	1,582	10.30%
	Entry Level	<30	357	11.48%	469	13.69%	491	13.14%
		30-50	2,239	71.99%	2,310	67.45%	2,450	65.56%
		>50	514	16.53%	646	18.86%	796	21.30%
	Mid-Level	<30	102	3.75%	51	2.03%	58	2.06%
		30-50	2,134	78.46%	2,061	82.11%	2,247	79.74%
		>50	484	17.79%	398	15.86%	513	18.20%
	Senior Manager	<30	0	0.00%	2	0.28%	1	0.12%
		30-50	189	58.15%	416	58.18%	450	55.42%
		>50	136	41.85%	297	41.54%	361	44.46%

FEMALE TO MALE MEDIAN COMPENSATION RATIO

		2023	2024	2025
NMDC DREDGING & MARINE	Labor, if applicable	1.39	1.24	NA
	Entry Level	1.67	1.83	1.76
	Mid-Level	1.30	1.15	1.16
	Senior-to-Executive Level	1.08	1.22	1.33
NMDC ENERGY	Labor, if applicable	-	4.16	1.21
	Entry Level	2.22	1.92	2.36
	Mid-Level	1.54	1.44	1.22
	Senior-to-Executive Level	1.11	1.39	1.39

TOTAL NUMBER OF NATIONALITIES

	2023	2024	2025
NMDC DREDGING & MARINE	62	67	72
NMDC ENERGY	68	69	70

EMIRATIZATION AND LOCAL HIRING

NMDC Group continues to play an active role in advancing Emiratization by prioritizing the recruitment, development, and retention of UAE Nationals across its operations. This commitment reflects the Group's dedication to contributing to the UAE's broader socio-economic vision and building a sustainable pipeline of national talent. Through structured programs and partnerships, NMDC empowers Emirati professionals to develop the skills and leadership capabilities required to shape the nation's future.

Beyond the UAE, NMDC extends this approach to other countries where it operates, ensuring that local recruitment practices support community development and economic inclusion across its footprint.

To further strengthen Emirati representation and enhance career development opportunities for UAE Nationals, NMDC Group has implemented several dedicated initiatives:

UNIVERSITY WORK PLACEMENT PROGRAM

Offers university students practical, hands-on experience within NMDC's business units, helping them translate academic knowledge into real-world skills.

CAREER FAIR ENGAGEMENT

NMDC actively participates in career fairs and university exhibitions to attract emerging local talent and promote career opportunities within the Group.

STUDENT TRAINING AND DEVELOPMENT

Provides customized training and on-site learning opportunities for interns and visiting students, preparing them for future careers in the industry.

ADQ GAME CHANGER

In partnership with Abu Dhabi Developmental Holding Company (ADQ), this initiative selects 50 high-potential candidates across the portfolio to participate in an immersive personal and professional development journey, cultivating the next generation of leaders.

MAHARA PROGRAM

A two-year development program for UAE Nationals holding bachelor's degrees with limited work experience. The initiative combines technical and leadership training through the Masar Development Journey, preparing participants for specialist and managerial roles across the Group.

MASAR PROGRAM FOR UAE NATIONALS

A structured, career-stage-based leadership journey designed to accelerate the growth of UAE Nationals, equipping them with the competencies to take on key roles within the organization.

TAMKEEN

Designed for fresh graduates and entry-level employees, this program focuses on developing employability skills, fostering a growth mindset, instilling NMDC core values, and equipping participants with foundational tools for career progression.

Cohort 1: 24 graduates, **Cohort 2**: 26 graduates, **Cohort 3**: 28 participants, **Cohort 4**: 28 participants

SHABAB

Targeted at early-career professionals and diploma graduates, Shabab emphasizes continuous learning, personal growth, and professional skill development, while nurturing corporate values and a productive, engaged workforce.

Cohort 1: 17 graduates, **Cohort 2**: 17 graduates

TATWEER

Aimed at mid-career employees with 3–5 years' tenure, Tatweer develops management and leadership skills, enhances team engagement, strengthens decision-making capabilities, and prepares participants for higher responsibilities.

Cohort 1: 30 graduates

QIYADA

Focused on future leaders such as team leaders and supervisors, Qiyada builds advanced leadership skills, strategic thinking, and stakeholder management capabilities, preparing participants for greater responsibilities through practical applications and coaching.

Cohort 1: 30 graduates

RIYADA

Designed for directors and senior executives, Riyada strengthens executive leadership, strategic decision-making, organizational influence, and customer-centric growth, supporting effective leadership at the highest levels of the organization.

Cohort 1: 32 graduates, **Cohort 2**: 32 graduates

Through these initiatives, NMDC Group continues to nurture a highly capable and motivated national workforce, ensuring that Emirati talent remains at the forefront of the Group's growth story while advancing the UAE's long-term human capital goals.

Mahara Fresh Graduate Development Program

The Mahara Program stands as NMDC Group's flagship national talent development initiative, designed to empower UAE and KSA Nationals and support both nations' nationalization and sustainability agendas. Rooted in NMDC's commitment to developing future leaders, Mahara provides a structured learning and development pathway that integrates real-world experience, professional mentoring, and continuous capability-building opportunities.

The program nurtures graduates by immersing them in diverse projects and functions across NMDC Group, enabling them to apply their academic knowledge, gain technical proficiency, and strengthen essential behavioral and leadership skills. Through regular assessments, performance reviews, and developmental feedback, participants are guided to reach higher levels of professional maturity and readiness for long-term careers within the Group.

To date, 407 participants have successfully graduated from the Mahara program, with 315 graduates currently active across NMDC's business units in the UAE and KSA. Many of these graduates have progressed into key technical, operational, and leadership positions, contributing directly to NMDC's strategic objectives and fostering a culture of innovation, excellence, and inclusion.

By investing in local talent through Mahara, NMDC Group reinforces its dedication to sustainable growth, workforce nationalization, and human capital excellence — ensuring that today's graduates evolve into tomorrow's industry leaders driving the success of the marine, dredging, and energy sectors.

EMIRATIZATION RATE (NMDC GROUP)

2023	2024	2025
8.7%	10.2%	9.7%

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

UAE NATIONALS BY GENDER

		2023		2024		2025	
		Number	Percentage	Number	Percentage	Number	Percentage
NMDC DREDGING & MARINE	Male	97	70.29%	105	67.74%	106	67.52%
	Female	41	29.71%	50	32.26%	51	32.48%
NMDC ENERGY	Male	159	47.46%	208	46.85%	185	42.63%
	Female	176	52.54%	236	53.15%	249	57.37%
TOTAL	Male	256	54.12%	313	52.25%	29	49.24%
	Female	217	45.88%	286	47.75%	30	50.76%

UAE NATIONALS BY EMPLOYEE CATEGORY

		2023		2024		2025	
		Number	Rate	Number	Rate	Number	Rate
NMDC DREDGING & MARINE	Labor	10	7.25%	7	4.52%	0	0.00%
	Entry Level	58	42.03%	72	46.45%	77	49.04%
	Mid-Level	58	42.03%	59	38.06%	62	39.4%
	Senior Manager	12	8.70%	17	10.97%	18	11.46%
NMDC ENERGY	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%
TOTAL	Labor	10	2.11%	7	1.17%	0	0.00%
	Entry Level	258	54.55%	397	66.28%	400	67.87%
	Mid-Level	182	38.48%	139	23.21%	134	22.67%
	Senior Manager	23	4.86%	56	9.35%	57	9.64%

EMPLOYEE ENGAGEMENT AND WELL-BEING

NMDC Group recognizes that the well-being of its employees is fundamental to sustained productivity, engagement, and overall organizational success. The Group adopts a holistic approach to employee wellness — addressing physical, mental, and emotional health — to ensure a supportive and balanced work environment.

At NMDC Group, our workforce is our most valuable asset. 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.

Through a range of targeted initiatives and wellness programs, NMDC empowers its workforce to thrive both personally and professionally, this includes:

1. **Non-occupational healthcare benefits** with comprehensive medical coverage
2. **Maternity and paternity leave** with protection against discrimination during and after pregnancy
3. **Financial counselling and retirement planning** for employees approaching retirement
4. **Defined contribution pension plans** based on employee tenure and salary
5. **Mental health support** through counselling services
6. **Sa'ada program** offering fitness challenges, mental health awareness, nutritional tips, and mindfulness practices
7. **Outplacement services** in cases of termination to help them secure new employment, including resume writing, interview preparation, and career counselling

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 Ras Al Khair Fabrication Yard in November 2025, ensuring that high-quality medical support is available at the heart of our industrial operations.

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 utilization, 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.

As we look toward the future, NMDC Group remains steadfast in its belief that operational excellence is inseparable from employee wellbeing. By investing in the health and happiness of our people, we are building a sustainable foundation for long-term success and reinforcing our position as an employer of choice in the maritime and energy sectors.

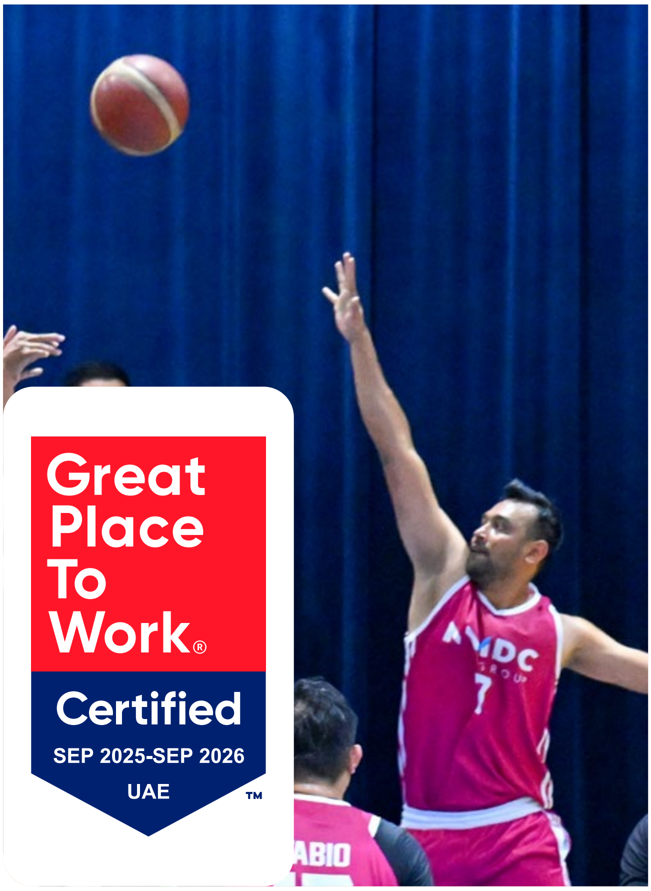
In addition to its wellness programs, NMDC Group places strong emphasis on employee engagement as a cornerstone of organizational success. The Group actively seeks to create an environment where employees feel heard, valued, and connected to NMDC's mission and values. As part of these efforts, NMDC introduced the "Great Place to Work" Pulse Survey — a continuous feedback tool that captures insights from employees across all business units, helping shape initiatives that strengthen collaboration, inclusion, and workplace satisfaction.

We conduct a wide range of internal initiatives which include organizing sports tournaments and providing access to sports facilities, as well as sponsoring employee participation in major local sporting events. Each year, the Group also supports employees undertaking Hajj and Umrah. Over 103 employees go for Umrah, and 20 employees go to Hajj every year. NMDC Group regularly delivers health-focused initiatives such as blood donation drives, wellness programs, and awareness sessions. In addition, it provides long-term educational support for children with special needs until the age of 18 and four children benefitted from this in 2025. NMDC Group celebrates cultural occasions as part of its commitment to diversity and inclusion including two cultural events that are related to occasions apart from the UAE.

In 2025, the Group successfully completed 19 health and well-being initiatives, contributing to measurable improvements in employee welfare and engagement. Sick leave utilization decreased from 18.24% in 2024 to 15.12% in 2025, while employee satisfaction rose from 95% to 97%. Participation in key health campaigns was strong, with 549 employees taking part in the free onsite health screening campaign, 517 participating in blood donation initiatives, and 892 receiving free flu vaccinations.

These collective efforts demonstrate NMDC Group's enduring commitment to cultivating a healthy, motivated, and high-performing workforce, empowering employees to grow and succeed both professionally and personally.

In 2025, NMDC Group was officially certified as a Great Place to Work®, reflecting its ongoing commitment to fostering an inclusive, supportive environment that values, empowers, and inspires all employees through the Group's strong shared values.



Mental Health and Well-Being Campaign

By combining on-site engagement with digital learning, NMDC Group is embedding a culture of care, awareness, and proactive mental health support across all levels of the organization ensuring that employees feel valued, supported, and empowered to thrive both personally and professionally.

Recognizing the vital role mental well-being plays in maintaining a safe, resilient, and high-performing workforce, NMDC Group launched one of the region's largest and most comprehensive mental health programs in 2025. Rolled out across all business units offshore and onshore the initiative directly engaged more than 10,000 employees through structured awareness training, PHQ-9 clinical screenings, coping-skills workshops, mental health ambassadors, and psychologist-led interventions.

This pioneering campaign has earned major international recognition, securing 2nd Place in the $1 Million Human Energy Awards 2025, positioning NMDC Group as a regional and global leader in worker well-being and psychological safety.

The program has delivered measurable impact, including training more than 3,500 workers in the first four months, demonstrating 35% improvement in mental-health awareness and 30% positive behavioral change. High-risk individuals received confidential, same-day escalation support, while 50 trained Mental Health Ambassadors now provide ongoing peer-level assistance across operations. Mental health is further integrated into toolbox talks, induction programs, and the broader HSE culture, helping reduce stigma and normalize open dialogue.

This initiative has become a cornerstone of NMDC Group's safety culture transformation and forms the foundation for a long-term, sustainable approach to employee well-being, with continued expansion planned for 2026.

PARENTAL LEAVE

In alignment with UAE labor law, NMDC Group 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 paid, 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 Group 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
NMDC DREDGING & MARINE	Male	2,500	2,761	3,092
	Female	81	92	120
NMDC ENERGY	Male	2,505	2,729	2,715
	Female	102	126	152
TOTAL	Male	5,005	5,490	5,807
	Female	183	218	272

TOTAL NUMBER OF EMPLOYEES THAT TOOK PARENTAL LEAVE

		2023	2024	2025
NMDC DREDGING & MARINE	Male	38	61	88
	Female	2	1	3
NMDC ENERGY	Male	52	91	101
	Female	1	6	8
TOTAL	Male	90	152	189
	Female	3	7	11

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

		2023	2024	2025
NMDC DREDGING & MARINE	Male	38	61	88
	Female	2	1	3
NMDC ENERGY	Male	52	91	101
	Female	1	6	8
TOTAL	Male	90	152	189
	Female	3	7	11

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
NMDC DREDGING & MARINE	Male	29	35	61
	Female	1	2	1
NMDC ENERGY	Male	33	43	91
	Female	0	1	6
TOTAL	Male	62	78	152
	Female	1	3	7

Maternity leaves

TOTAL NUMBER OF FEMALE EMPLOYEES THAT TOOK MATERNITY LEAVE

	2023	2024	2025
NMDC DREDGING & MARINE	8	8	12
NMDC ENERGY	11	12	40
TOTAL	19	20	52

TOTAL NUMBER OF FEMALE EMPLOYEES THAT RETURNED TO WORK AFTER MATERNITY LEAVE ENDED

	2023	2024	2025
NMDC DREDGING & MARINE	7	8	12
NMDC ENERGY	8	12	40
TOTAL	15	20	52

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

	2023	2024	2025
NMDC DREDGING & MARINE	9	7	8
NMDC ENERGY	8	6	12
TOTAL	17	13	20

RETURN TO WORK FROM PARENTAL LEAVE RATE

		2023	2024	2025
NMDC DREDGING & MARINE	Male	100.00%	100.00%	100%
	Female	100.00%	100.00%	100%
NMDC ENERGY	Male	100.00%	100.00%	100%
	Female	100.00%	100.00%	100%

RETENTION RATE AFTER PARENTAL LEAVE

		2023	2024	2025
NMDC DREDGING & MARINE	Male	93.55%	92.11%	100%
	Female	100.00%	100.00%	100%
NMDC ENERGY	Male	82.50%	82.69%	100%
	Female	-	100.00%	100%

Health & Safety

At NMDC Group, health and safety are deeply embedded in the company's culture and operations. The Group's approach goes beyond compliance, it is about safeguarding every individual involved in its activities and fostering a workplace where people feel safe, valued, and supported. This enduring commitment is reflected in the way NMDC designs its safety systems, delivers specialized training, and promotes collective responsibility for well-being across employees, contractors, and partners.

By integrating health and safety into every layer of decision-making, NMDC Group continues to strengthen its culture of prevention, minimize operational risks, and contribute to the overall well-being of both its workforce and the wider community.

For our organization, HSE is not a standalone metric but a fundamental component of our operational DNA. Throughout 2025, the organization 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 HSE Steering Committee completed its governance cycle through 11 monthly meetings, ensuring consistent oversight.

Leadership exceeded engagement targets, achieving 110.1% of High-Profile Tour (HPT) goals, with 218 tours conducted across vessels and barges against a target of 198. These visits enabled direct engagement with 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 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.

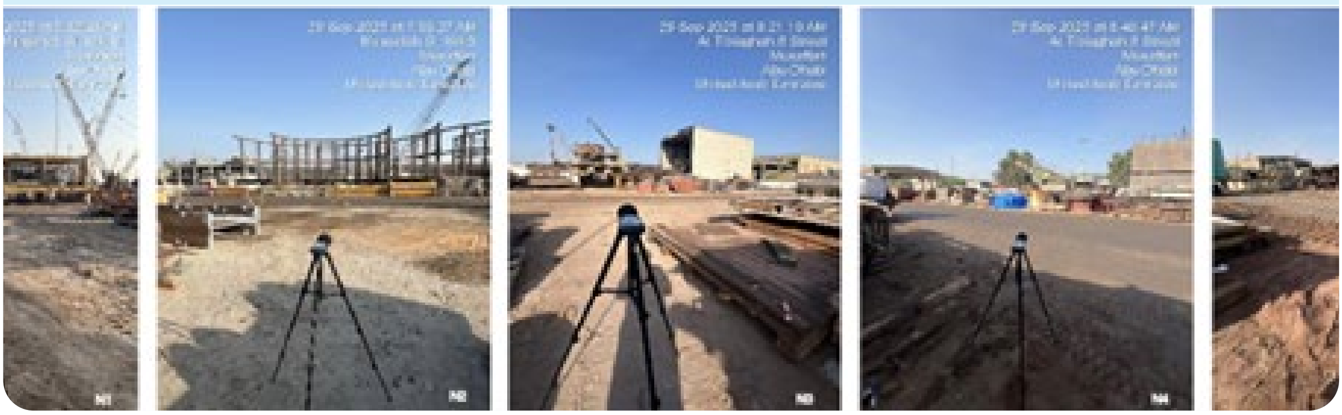
Strategic Pillar	Key Achievement	Impact on Operations
Governance	218 High Profile Tours (110% of Target)	Increased visibility of management in high-risk zones.
Safety Culture	"Drive Smart, Stay Safe" Campaign	Reduced risk of transportation-related incidents.
Environment	CRPO-136/137 Coastal Cleanup	Strengthened stakeholder relations and ecosystem health.
Capability	Level 3 International Award in Training	Reduced reliance on external vendors; increased training agility.

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 are core organizational priorities, overseen by the Senior Group Quality, Health, Safety, and Environment (QHSE) Director, who reports directly to the Group CEO. The Group's QHSE Policy (see our public **QHSE policy statement**), endorsed by the Group CEO, establishes a unified standard for safe, responsible, and sustainable operations across all business units.

A defining feature of NMDC Group's safety culture is active employee participation. Employees at every level are encouraged to take ownership of safety performance by contributing to the development, implementation, and evaluation of health and safety initiatives.

The QHSE Department plays a pivotal role in maintaining this culture of accountability, working closely with teams to gather feedback, share learnings, and continuously improve safety systems. Together, leadership and employees are driving NMDC Group's ambition to uphold world-class safety standards and ensure a resilient, health-focused workplace for all.

The bedrock of our safety culture is visible leadership commitment. In 2025, the Offshore Operations Senior Management HSE Steering Committee successfully concluded its governance cycle, having conducted 11 monthly meetings to maintain consistent oversight.

- Exceeding Targets: Leadership surpassed engagement goals by achieving 110.1% performance in HPTs.
- Active Engagement: A total of 218 High Profile Tours were completed across vessels and barges, far exceeding the adjusted goal of 198.
- 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.

HEALTH AND SAFETY MANAGEMENT SYSTEM

NMDC Group operates under a robust, certified ISO 45001:2018 Health and Safety Management System (HSMS) that covers all of its operations, activities and all workers. This system forms the backbone of the Group's safety framework, providing a structured and proactive approach to identifying, assessing, and mitigating workplace risks. By aligning with globally recognized standards, NMDC ensures consistent protection for all employees, contractors, and stakeholders across its diverse business units. The system is communicated to all employees and is easily accessible through our Management System Portal. Furthermore, our subsidiaries, NMDC D&M and NMDC Infra, are certified under the Abu Dhabi Occupational Safety and Health System Framework.

The HSEMS is regularly updated based on employee feedback, HSE committee inputs, and management review recommendations to ensure continuous improvement and alignment with operational needs. NMDC Group fosters active worker participation in the system's development and implementation through toolbox talks, committee meetings, and review sessions, with contributions recognized through appreciation programs. All revisions, updates, and safety alerts are promptly communicated to maintain full employee awareness, engagement, and compliance across the Group.

On a project level, NMDC Group implements comprehensive initiatives and control measures to prevent and mitigate occupational health and safety risks that may directly or indirectly affect employees, subcontractors, visitors, equipment, and the environment. At the commencement of each project, the Group conducts formal Hazard Identification and Environmental Identification workshops to systematically identify all foreseeable activities, operational interfaces, and contractor-related risks.

The outcomes of these workshops form the foundation for a project-specific Risk Register, which guides the implementation of appropriate mitigation and control measures. During the planning phase of every activity, Task Risk Assessments (TRAs) are developed in alignment with approved Method Statements, ensuring that safety measures are integrated into each stage of execution. These assessments are further refined into Job Safety Analyzes (JSAs), which are reviewed and communicated to the workforce prior to activity commencement. This structured approach ensures effective risk awareness, clear responsibility allocation, and consistent implementation of preventive and control measures across all operational levels.

The HSMS integrates a cycle of regular audits, inspections, and continuous improvement reviews to evaluate performance and strengthen controls. In 2025, NMDC Group conducted 68 internal audits and 35 external audits, reflecting its strong governance and unwavering commitment to accountability in health and safety management.

To promote transparency and rapid response, employees and contractors are encouraged to report incidents through INTELEX, NMDC's digital incident reporting and management platform. The system ensures confidentiality, fosters open communication, and supports thorough investigations that lead to meaningful corrective and preventive actions.

The incident that occurred in 2024 that resulted in a worker fatality served as a sobering reminder of the importance of vigilance and continuous improvement. In its aftermath, NMDC reinforced its safety leadership, implementing additional training, communication, and monitoring initiatives to prevent recurrence and further embed a culture of shared responsibility for safety across all levels of the organization, resulting in zero fatalities in 2025.

NMDC D&M passed the ADOSH audit with

ZERO NON-COMPLIANCES

NMDC Infra's project Emarat Europe Factory – Fast Technology Building passed the ADOSH audit with

ZERO NON-COMPLIANCES

HSE DIGITALIZATION INITIATIVE

Rully Beriandi, an HSE Officer from the MERAM Project, was recognized for his exceptional contribution to advancing the project's HSE digitalization 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.

Work related injuries

NMDC DREDGING & MARINE (Employee Data)	2023	2024	2025
Number of Lost Time Injuries*	1	0	3
Number of Workdays Lost Due to Injury	10	0	116
Number of Fatalities	1	0	0
Rate of Fatalities	0.03	0.00	0
Number of high consequence work-related injury	1	0	3
Number of recordable work-related injury	12	11	11
Main types of work-related injury	Caught in/ between hazards	Caught in/ between hazards	Caught in/ between hazards
Number of High Potential Incidents	11	5	14
Number of Near Miss Incidents	97	69	32
Total Recordable Injury Rate	0.42	0.31	0.45
Number of Hours Worked	33,116,019	35,915,154	31,190,800

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

* 2023 figure has been restated

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
Number of recordable work-related injury*	16	21	18
Main types of work-related injury	Caught in/ between hazards	Caught in/ between hazards	Caught in/ between hazards
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)	47.0	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

NMDC GROUP (Contractors & Sub-contractors Data)	2023	2024	2025
Number of Fatalities	0	0	0
Rate of Fatalities	0	0	0
Number of lost-time injury	2	2	3
Rate of lost-time injury	0.04	0.03	0.03
Number of high-consequence work-related injury	2	2	3
Rate of high-consequence work-related injury	0.04	0.03	0.03
Number of recordable work-related injury	20	23	20
Rate of recordable work-related injury	0.39	0.34	0.22
Main types of work-related injury	Caught Between / Struck Against	Slips / trips & falls	Lifting Incidents
Number of Hours Worked	51,401,489	67,984,812	89,164,322

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

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
NMDC Group (employee data for NMDC D&M and NMDC Energy)			
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 set by the Group, detailing worked hours, incidents, and safety frequencies across business units.

KPI Elements	Target (for Group)	NMDC Group
Total Man hours (Million)	-	153.49 M
Average Total Manpower, incl. subcontractors (Current month)	-	29,312
Fatality (FAT)	0	0
Total Lost Time Injury (LTI) (exc. FAT)	0	5
Total Recordable Injuries (incl. LTI & FAT)	0	34
Lost Time Injury Frequency Rate (LTIFR)	0.10	0.03
Total Recordable Incident Rate (TRIFR)	1.00	0.22
Behavioral Safety Audits	150	176
Unsafe Observation Reporting (FR)	600	1,130
Critical Environmental Incidents (number)	0	0
Number of High Profile Tours (number)	100	1,438
Number of Training hours (FR)	14,000	18,114

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

TRAINING, AWARENESS, AND ENGAGEMENT PROGRAMS

Training and awareness form a cornerstone of NMDC Group's commitment to maintaining a safe and resilient workplace. The Group ensures that all employees and contractors are well-informed, competent, and empowered to identify hazards, implement preventive actions, and uphold the highest safety standards across all operations. NMDC delivers comprehensive health and safety training through a structured framework that includes:

- **Induction Training:**
  New employees undergo detailed health and safety induction sessions designed to familiarize them with NMDC Group's safety protocols, reporting mechanisms, and emergency procedures prior to commencing work.
- **In-House Training:**
  Specialized training sessions are conducted by the QHSE and Human Resources Learning and Development departments 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, industry-recognized 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.
- **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. The drills included scenarios of H_2S Exposure, Rescue at Height, Abandon Ship, Fire, Spill Response, Heat Stress, Medivac, and Environmental Spill Simulations.

The safety training courses provided cover topics such as:

- Manual Handling
- Confined Space Awareness
- Working at Height and Dropped Objects Awareness
- Heat Stress Awareness
- Hand and Finger Safety
- Chemical Hazards Awareness (COSHH)
- Abrasive Wheel and Welding Safety
- Hazard Identification Process
- Office Safety Awareness
- Basic H2S and Breathing Apparatus Awareness
- Working at Height Rescue

NMDC is accredited by the Offshore Petroleum Industry Training Organization and the American National Standards Institute National Accreditation Board for 10 HSE-related training programs.

“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.

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

At NMDC Energy, 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.

NUMBER OF OHS EMPLOYEE TRAINING HOURS

		2023	2024	2025
NMDC DREDGING & MARINE	HSE Induction	12,504	10,710	9,123
	Safety Group Meeting	48,643	74,037	74,447
	Toolbox Talks (TBT)	180,214	568,640	234,547
	HSE In-house Training	130,296	116,927	87,933
	External / 3rd Party Training	39,783	19,341	28,676
NMDC ENERGY	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 Group adopts a holistic approach to employee well-being, addressing physical, mental, and emotional health alongside occupational safety. The Group provides employees with access to regular health check-ups, vaccinations, mental health support, and counseling services. Wellness programs, including fitness challenges and stress management workshops, are designed to promote a balanced lifestyle and foster resilience, ensuring employees remain healthy, motivated, and engaged.

CONTRACTOR SAFETY MANAGEMENT

NMDC Group manages potential occupational health and safety risks in its operations and supply chain through stringent contractor management practices. Subcontractors are required to comply with the Group's QHSE policies and actively participate in health and safety initiatives, aligning contractor practices with the same high standards upheld across all business units. This collaborative approach underscores NMDC Group's commitment to safety across its full operational footprint. 100% of our active contractors participated in monthly toolbox talks, pre-task briefings, and safety bulletins, fostering a unified safety culture.

SAFETY CULTURE REINFORCEMENT AND CONTINUOUS IMPROVEMENT

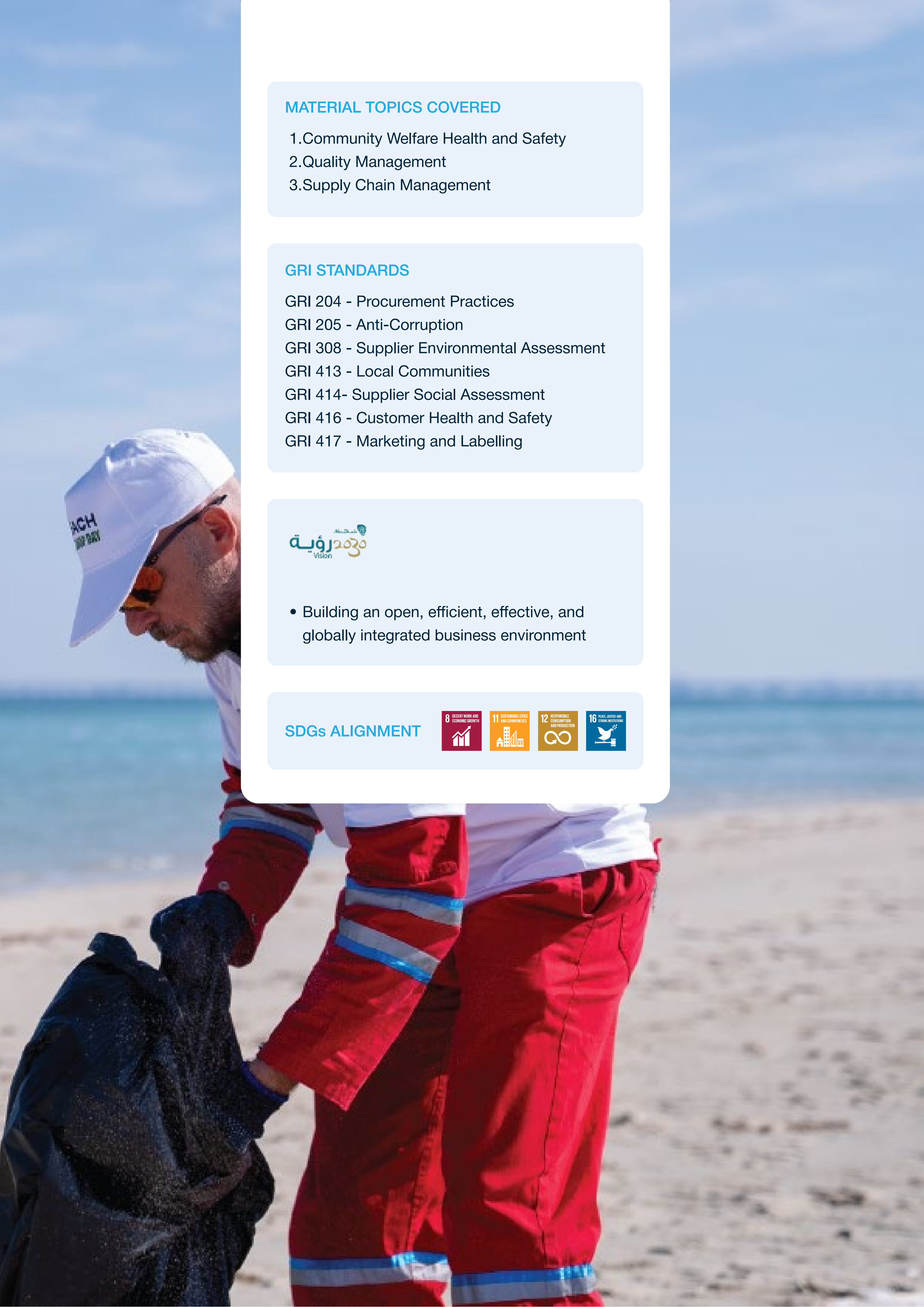
A strong safety culture is central to NMDC Group's operations and is reinforced through recognition programs, incentive schemes, and awards that celebrate outstanding contributions to health and safety. In 2025, these initiatives contributed to a notable increase in hazard reporting by non-HSE employees, highlighting the effectiveness of the Group's approach in fostering proactive engagement.

Continuous improvement is embedded in all health and safety practices, with regular management reviews and updates informed by employee feedback and industry best practices. NMDC Group continues to adopt innovative tools and technologies for health and safety monitoring, including HSE behavioral indicators integrated into the Competency Framework and enhanced recognition programs, creating a positive feedback loop that drives consistent performance.

The Group also conducts comprehensive ergonomic assessments to optimize the interaction between employees and their work environment, improving comfort, productivity, and overall well-being. Employee health information is treated with the highest confidentiality standards, used solely for occupational health purposes, and accessible only to authorized personnel involved in health and safety management.

As part of the "End Strong. Stay Safe." campaign an appreciation award was extended to the MFY Scaffolding team for their valuable contribution to strengthening scaffold safety through the "If You See My Dad" initiative, reinforcing vigilance, proactive intervention.

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 Group's approach to community welfare focuses on cultivating lasting, meaningful relationships with local organizations and stakeholders. By strengthening these connections, the Group actively contributes to improving social, environmental, and economic conditions in the communities where it operates. The Group's CSR strategy emphasizes employment opportunities for UAE Nationals, support for local suppliers, and a broad range of initiatives aimed at community enrichment and sustainable development.

Employee engagement is a key aspect of this strategy, with diverse volunteering opportunities enabling staff to contribute directly to local social and environmental projects, reinforcing NMDC Group's culture of responsibility and civic participation.

OUR CORPORATE SOCIAL RESPONSIBILITY APPROACH

NMDC Group recognizes its responsibility to both the environment and community well-being. The Group has therefore established a dynamic CSR strategy designed to address social and environmental challenges, foster impactful partnerships with local entities, and contribute meaningfully to society. This framework reflects NMDC Group's core values of Knowledge, Accountability, Morality, Alliance, and Leadership, and is continuously refined to remain relevant to evolving community needs, stakeholder expectations, and business priorities. Furthermore, the policy highlights the importance of full compliance with customer-specific requirements, alongside adherence to relevant laws, regulations, industry standards, and established best practices.

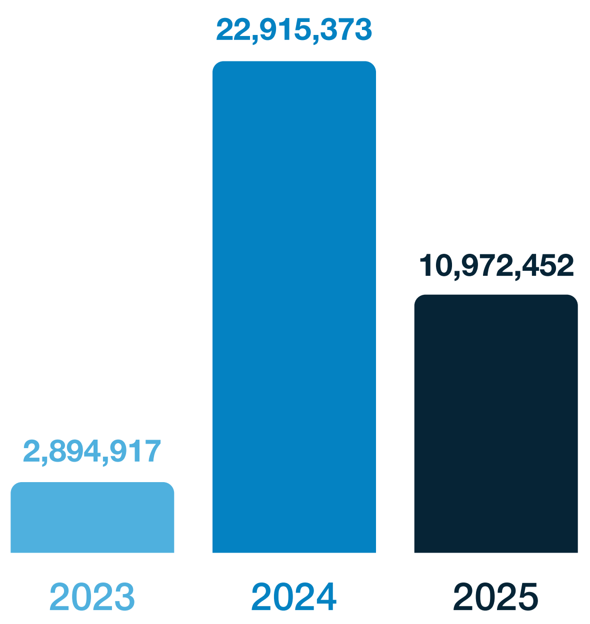
Key CSR activities include marine conservation efforts, mangrove planting, beach clean-ups, health awareness campaigns, and initiatives promoting employment for UAE Nationals and the engagement of local suppliers. The CSR Committee oversees these programs, ensuring alignment with business objectives, sustainability targets, and community priorities. These efforts also support the Group's contribution to the UN SDGs.

In line with international best practices, NMDC Group actively upholds human rights and fair labor principles, guided by the UN Global Compact and ILO conventions. The introduction of a dedicated Human Rights Policy last year strengthened the Group's commitment to safeguarding labor rights, prohibiting child or forced labor, and ensuring equitable treatment for all employees, while aligning with both local laws and global standards.

Key CSR Areas	
Donations	Supporting initiatives that foster our active participation in community life.
Business Partners and Authorities	Collaborating with partners and authorities to support Abu Dhabi's Urban Planning and Economic Vision 2030, fostering long-term vendor partnerships and knowledge sharing with Central Dredging Association and International Marine Contractors Association.
HSE and Marine	Supporting initiatives aimed at reducing environmental impacts and improving overall environmental performance and engaging clients and partners in activities such as beach cleanups and tree planting.
Sports Sponsorship	Sponsoring local sport teams including ladies cycling team UAE Team ADQ, and sponsorship of a UAE-based football club.
Event Sponsorship	Sponsoring events that aim to develop the local communities, and drive the industry in alignment with national ambitions.

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



NMDC Group, including NMDC D&M and NMDC Energy, has participated in number of community outreach initiatives and has established key partnerships of environmental and social benefits for the communities where it operates:

- **Emiratization and Career Development:** Participated in Tawdheef x Zaheb 2025 as a Gold Sponsor, hosting recruitment platforms, conducting interviews, and promoting career opportunities for Emirati talent.
- **Sustainability Leadership Summit:** Organized the Forbes Middle East Sustainability Leaders' Summit, fostering collaboration on innovative sustainable solutions.
- **Industrial Leadership:** Sponsored the Make it in the Emirates Forum, showcasing advanced technologies and reinforcing NMDC Group's role in the UAE's industrial development.
- **Economic Contributions:** Over the past decade, NMDC Group has reinjected more than AED 50 billion back into the economy by enhancing opportunities for UAE-based small and medium businesses and prioritizing local resources and suppliers, thereby contributing to its ICV standing
- **Sustainability Showcase:** Participated in The Egypt Petroleum Show to promote collaboration and highlight technological contributions to economic growth.
- **Marine Infrastructure Leadership:** Sponsored and participated in the International Ports & Marine Development Conference, sharing expertise on sustainable port advancements.
- **HSE Alignment:** Conducted Contractor and Offshore Subcontractor HSE Forums to ensure alignment with safety and excellence standards.
- **Community Engagement:** Supported the International Running Race in Saudi Arabia, highlighting CSR and community involvement.
- **Employment Creation:** Signed a 50-year agreement with KEZAD Group to establish a $100M manufacturing facility, creating 3,000 jobs and enhancing industrial capacity.
- **Environmental Recognition:** Won the 2024 IPLOCA Environmental Award for planting 20,001 mangroves under the Blue Carbon Initiative, capturing 246 tons of CO2 annually.
- **Renewable Energy Integration:** Partnered with Byrne Equipment Rental to power the Sir Baniyas Island residential camp with solar energy, reducing CO2 emissions by 475 tons annually and limiting pollution exposure for workers.
- **Sustainable Coastal Development:** Signed an MOU with Vingroup for large-scale coastal protection, land reclamation, and offshore renewable energy projects in Vietnam and is expected to generate thousands of jobs for local communities, driving economic growth in Vietnam's coastal regions.
- **Artificial Reef Deployment:** Coordinated with Environment Agency – Abu Dhabi (EAD) to deploy 100 artificial reef domes as part of the Al Nouf Artificial Island Project, enhancing marine biodiversity and sustainability .
- **Beach clean ups:** During 2025, NMDC D&M contributed to 84 beach clean-up initiatives, while NMDC Energy supported 17 initiatives, reinforcing the Group's commitment to marine environmental protection. 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 organizations.
- **Sports:** NMDC Group organizes internal tournaments in several sports including football, padel, basketball and cricket, among others. It also offers employees access to sports courts and gyms for a variety of sports, and sponsored their participation in more than 2000 local sports events such as the ADNOC Marathon, sailing competitions, Hudayriyat Corporate Games, and more.
- **Climate Change:** NMDC Group served as Gold Sponsor of the Transportation and Climate Change Conference (TACCC), held in September and organized by The Maritime Standard. Under the theme "Pioneering Sustainable Transport and Climate Solutions," the event showcases transportation industry efforts to address climate change and highlights the urgent need to decarbonize global transport systems.
- **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 organization's commitment to reducing the environmental footprint of our logistics and community operations.
- **Environmental Protection:** NMDC Energy planted 40,000 mangrove saplings which has the potential to capture approximately 492 metric tons of CO_2 every year.

NMDC Group was awarded the Sports Giving Award by the UAE Ministry of Sports.

Quality Management

At NMDC Group, quality management is embedded across all 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.

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 digitalization, improved system integration and data consistency, and ongoing review of standards, procedures and performance trends.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ABU DHABI

CUSTOMER FEEDBACK AND ONGOING IMPROVEMENTS

NMDC Group leverages insights gained through QMS to continuously enhance performance and service delivery. Feedback gathered from clients is systematically reviewed to pinpoint opportunities for process improvement, ensuring that the Group remains aligned with evolving client expectations and industry benchmarks. This proactive feedback loop allows NMDC Group to translate customer insights into actionable initiatives that strengthen operational efficiency and service quality.

A culture of continuous improvement lies at the heart of the Group's quality philosophy. Regular reviews and updates to QMS procedures ensure that the system remains dynamic, relevant, and reflective of global best practices. By integrating employee insights, technical innovations, and customer perspectives, NMDC Group sustains its commitment to delivering consistent, high-quality outcomes while maintaining the agility to respond to new challenges and opportunities.

Supply Chain Management

NMDC Group manages its supply chain through a structured, multi-tiered model designed to ensure efficiency, consistency, and alignment with strategic priorities. At the Group level, the Resource Pool Department oversees centralized procurement and shared resources across subsidiaries covering marine and onshore fleets, equipment, support vessels, outsourced workforce, and early market engagement procurement. Recognizing the specialized nature of subsidiary operations, NMDC D&M and NMDC Energy also maintain dedicated procurement teams to address sector-specific requirements.

The Group's supply chain approach is guided by the principles of sustainability, transparency, and collaboration, ensuring that all procurement activities reflect NMDC Group's values and contribute to long-term business resilience. By embedding responsible sourcing practices and fostering strong relationships with suppliers, NMDC Group aims to build a robust and ethical supply network that supports operational excellence and advances the Group's sustainability goals.

ESG INTEGRATION IN PROCUREMENT ACROSS THE GROUP

At NMDC Group, ESG principles are incorporated in our procurement activities, ensuring that sustainability and responsibility are embedded across every stage of the supply chain.

Building on the strong foundation set by NMDC Energy's existing procurement frameworks, the Group continues to harmonize best practices, promote knowledge exchange, and extend ESG-focused standards across all business units. This unified approach strengthens NMDC Group's ability to manage environmental and social risks within the supply chain while fostering long-term partnerships based on integrity, transparency, and shared sustainability goals.

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 standardising 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 Standardised 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 readiness.

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.

Evaluating suppliers against ESG criteria enables NMDC Group to reduce risks related to unethical practices and environmental non-compliance, while strengthening the long-term sustainability and resilience of the supply chain. Integrating ESG considerations into procurement decisions also enhances the Group's reputation with stakeholders by demonstrating a clear commitment to responsible business practices.

The integration of ESG considerations into the procurement process allows the Group to:

Mitigate risks
Enhancing NMDC Group's resilience by reducing exposure to unethical practices, regulatory non-compliance, and environmental risks.

Drive supply chain sustainability
Promote a greener and more responsible supply chain by collaborating with suppliers who prioritize sustainable practices.

Align with Client requirements
Strengthening NMDC Group's position as a preferred partner for projects that increasingly demand sustainable and ethical supply chains.

Commit to responsible sourcing
Demonstrating NMDC Group's proactive leadership in fostering responsible procurement practices and reinforcing its reputation for sustainability.

NMDC Group acknowledges the challenges associated with this approach, including higher costs when sourcing eco-friendly products that may still be in early stages of development, and limited availability of suppliers who meet comprehensive ESG standards in certain markets. Despite these constraints, the Group remains committed to embedding ESG principles in all procurement activities.

To address relevant challenges, NMDC Group adopts a balanced strategy that considers both cost efficiency and environmental priorities. This includes ongoing engagement with suppliers to support capacity building, fostering partnerships aligned with ESG values, and continuously seeking opportunities to improve sustainability performance across the supply chain.

SUPPLIER ENGAGEMENT

Supplier engagement is a core element of NMDC Group's supply chain management strategy. The Group's engagement plan is designed to foster collaboration, ensure compliance, and encourage suppliers to align with NMDC Group's values and ESG expectations. This includes training sessions, workshops, and assessments to enhance supplier understanding of sustainability and ethical standards.

NMDC Group maintains open and structured channels for supplier feedback and collaboration:

- **Forums and Summits:** Regular events where suppliers provide input, discuss project requirements, and align on performance expectations. These forums strengthen relationships and promote a shared commitment to high standards.
- **Annual Surveys:** Surveys conducted yearly to capture supplier perspectives on procurement practices and assess environmental and social performance across the supply chain. Insights from these surveys inform policy updates and improve collaboration.
- **Direct Communication Channels:** Dedicated email addresses and phone lines allow suppliers to raise questions and receive support in real time, fostering transparency and responsiveness throughout the supply chain.

BUSINESS PARTNER CODE OF CONDUCT AND ESG CRITERIA

The Business Partner Code of Conduct is central to NMDC Group's supply chain governance, guiding vendors to uphold integrity, legal compliance, and social responsibility, including anti-bribery and anti-corruption regulations. In 2025, 100% of vendors across NMDC Group corporate procurement, NMDC D&M, and NMDC Energy signed a mandatory declaration affirming compliance with the Code . All suppliers are also required to acknowledge and accept General Purchasing Conditions, ensuring consistent adherence to ethical standards. This approach establishes a transparent and accountable supply chain built on responsible business practices.

NMDC Group has embedded environmental and social considerations into procurement to promote sustainability, support a circular economy, and ensure socially responsible operations. Suppliers are expected to:

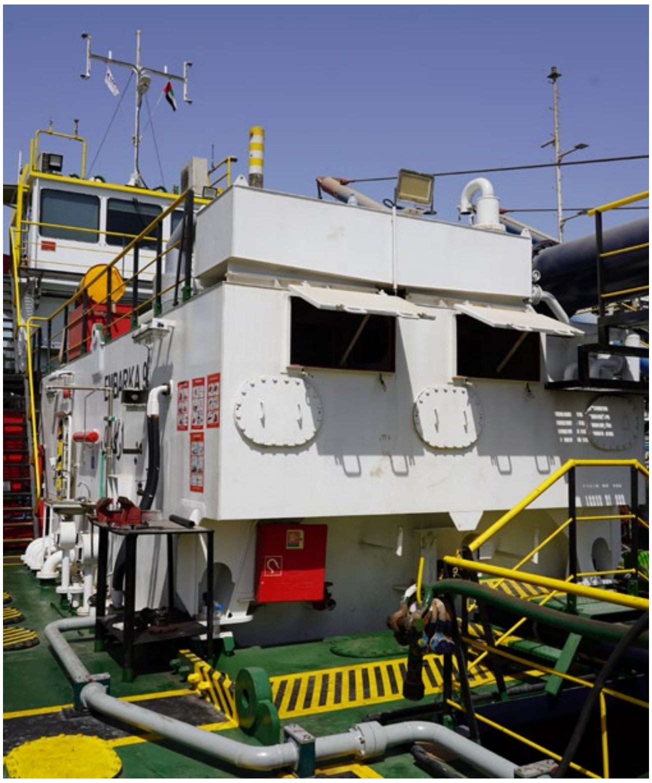
- Uphold environmental standards, including reducing virgin material use, extending product lifespans, and promoting reuse and material recovery.
- Commit to fair labor practices, including prohibitions against forced or child labor, adherence to minimum working age standards, and the maintenance of safe and equitable working conditions.
- To reinforce accountability, NMDC Group applies additional measures:
    - **Pre-qualification Assessments:** Supplier selection includes evaluation of quality, health and safety, and environmental KPIs to encourage alignment with Group sustainability standards.
    - **Contractual Obligations:** Supplier contracts incorporate terms ensuring compliance with local labor and environmental regulations, promoting accountability throughout the supply chain.
    - **Performance Evaluation:** Supplier performance is reviewed biannually through post-award contract management, assessing adherence to social, environmental, and safety standards.

Through these measures, NMDC Group ensures that the principles of ethical, sustainable, and responsible procurement are embedded across all suppliers and operations.

LOCAL PROCUREMENT

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.

A key milestone during the forum was NMDC Energy being honored with the ICV Excellence Award in the Semi-Governmental Manufacturer category at the 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, NMDC Group reinforced its position as a national champion supporting the UAE's industrial growth and long-term economic sustainability.



In 2025, NMDC Group significantly expanded its supplier base, engaging a total of 1,458 suppliers, representing a substantial increase compared to 1,060 suppliers in 2024. Local suppliers continued to play a dominant role in the Group's procurement activities, accounting for 1,350 suppliers, or 92.59% of the total supplier base. This reflects NMDC Group's strong commitment to supporting local businesses and strengthening domestic supply chains.

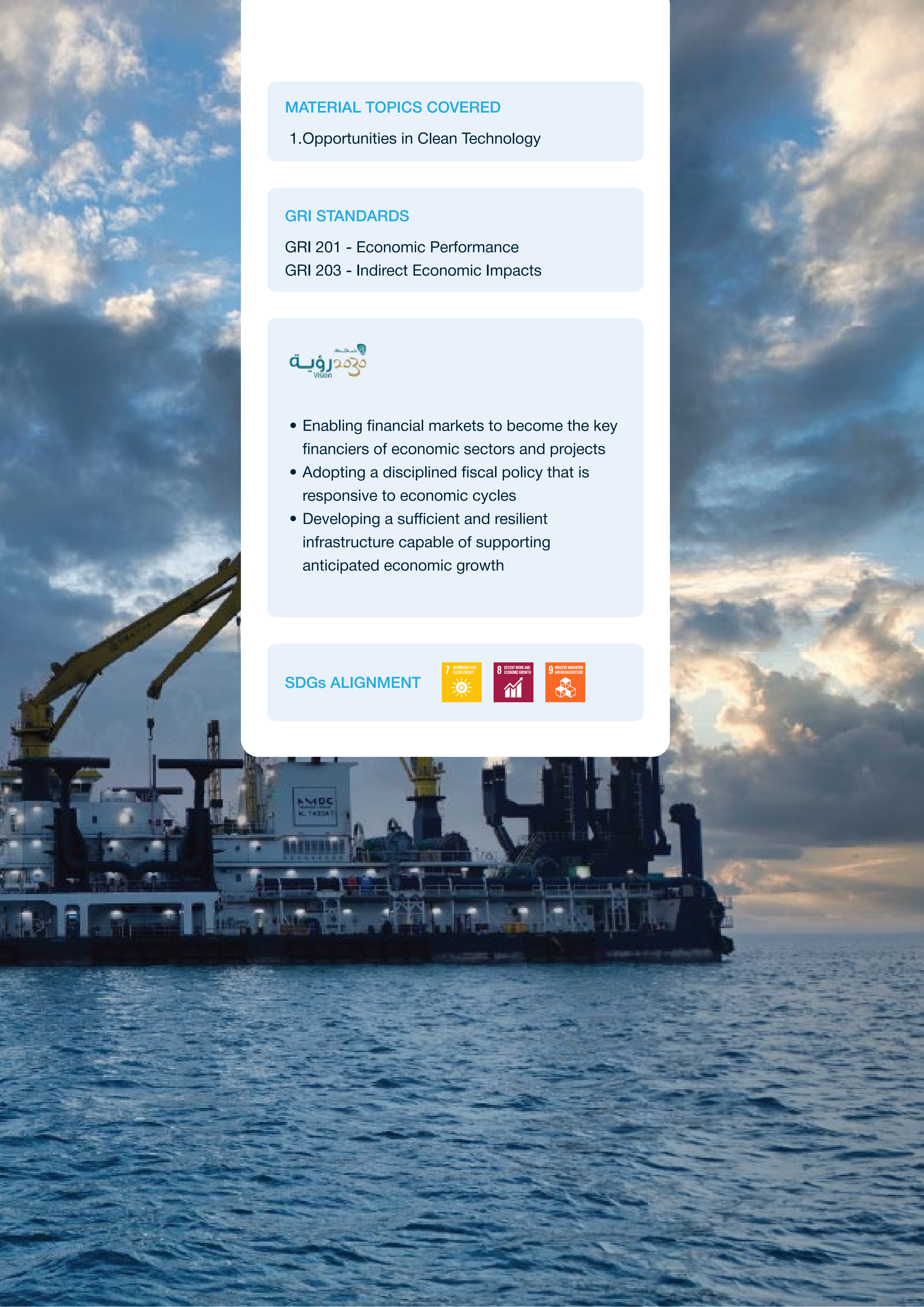
Total procurement spending reached AED 6,890 million in 2025, more than six times the 2024 level, driven by increased project activity and operational scale-up. Spending on local suppliers amounted to AED 4,867 million, representing 70.65% of total procurement spend.

Despite these subsidiary-level variations, NMDC Group's overall procurement performance reflects a strategic balance between operational needs and national economic priorities. The Group remains committed to expanding its local supplier base, encouraging knowledge transfer, and supporting the development of a resilient UAE supply ecosystem that aligns with the nation's broader sustainability and diversification goals.

Suppliers	NMDC Group - Corporate Procurement*		
	2023	2024**	2025
Total number of sup-pliers engaged	3,537	1,060	1,458
Number of suppliers assessed against sourcing code of conduct	3,537	1,060	1,458
Total number of local suppliers engaged	2,658	900	1,350
Percentage of local suppliers engaged	75.15%	84.91%	92.59%
Total procurement spending (AED m)	2,548.79	1,097.8	6,890
Procurement spending on local suppliers (AED m)	1,987.63	488	4,867
Percentage of spending on local suppliers (%)	77.98%	44.53%	70.65%

* NMDC Group Corporate Procurement is a shared service function across the Group and is not an aggregate of NMDC D&M and NMDC Energy Procurement.
**The 2024 data has been restated, as the figures previously disclosed only reflected results up to the end of Q3.

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

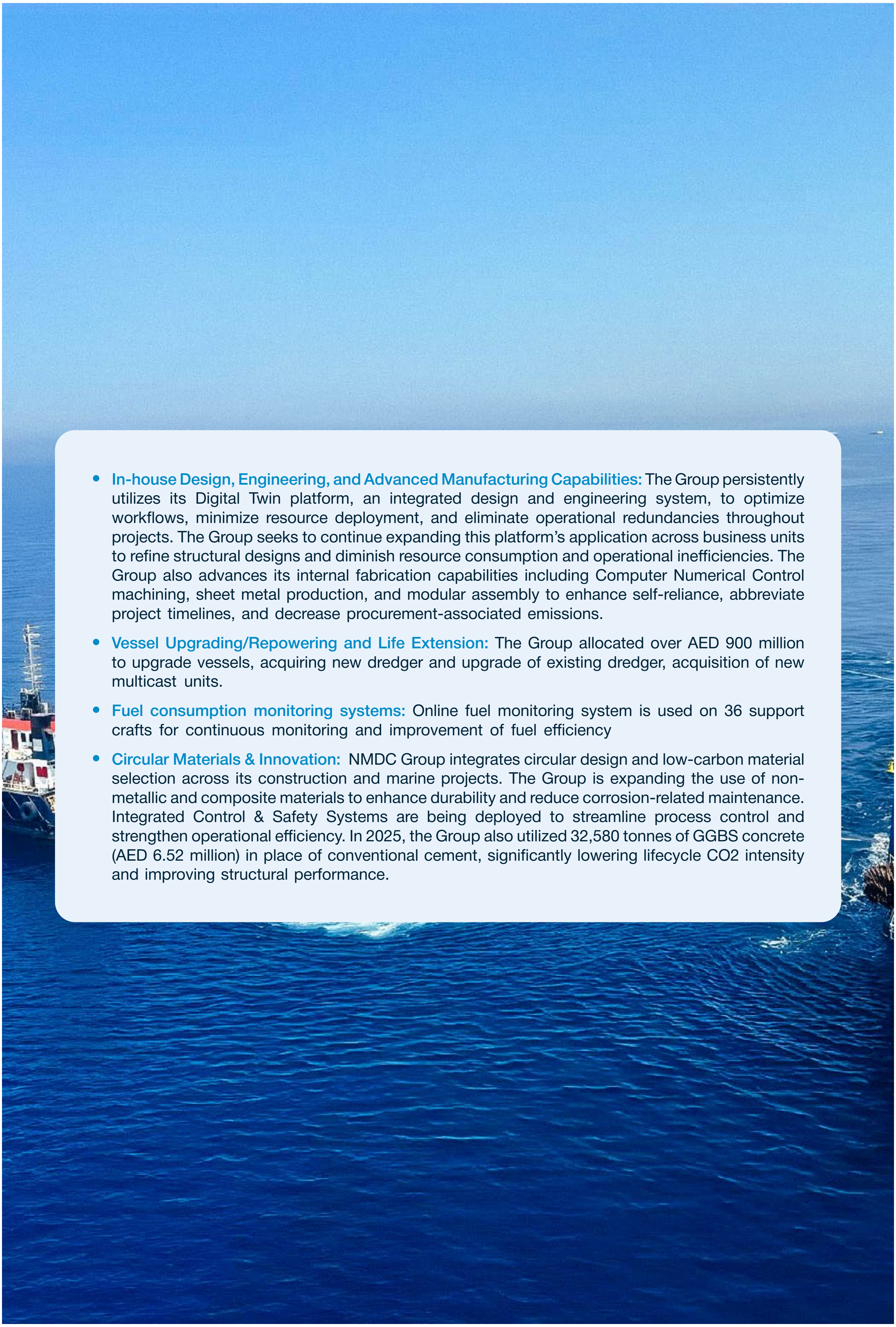
DRIVING INNOVATION THROUGH RESEARCH AND DEVELOPMENT AND CLEAN TECHNOLOGIES

NMDC Group considers Research and Development (R&D) to be a vital enabler of progress and competitiveness across its dredging, marine, and energy operations. The Group's growing focus on Clean Technology reflects its commitment to modernizing operational practices through lower-impact, energy-efficient, and resource-conscious solutions.

In alignment with the UAE Net Zero by 2050 strategy, the Group invested over AED 925 million in clean technology and sustainable engineering initiatives during 2025, reflecting its commitment to low-carbon growth and operational efficiency.

NMDC Group's strategic concentration on Clean Technology spans multiple domains, including waste treatment systems, renewable energy sourcing, industrial automation infrastructure, and innovative energy conservation interventions. The Group actively incorporates cleaner energy alternatives into its operations, including resource optimization technologies and sophisticated energy management frameworks designed to curtail waste and emissions.

Project	Investment (AED)	Impact / Benefit
Solar System – Al Fattan	792,724	CO_2 savings: 254 tons over 2 years
Digital Twin Platform	370,000	10% efficiency gains
Ocean Ops Fleet System	734,000	Predictive analytics & visibility improvements
Welding Robot – Falcon Initiative	2,180,000	22% productivity increase; energy use reduction
Offshore Wind Vessel Design	5,500,000	Supports expansion into wind installation markets
Repowering DLB-750 Vessel	24,900,000	10-year life extension; avoided newbuild emissions
Ground Granulated Blast-furnace Slag (GGBS) Concrete Use	6,520,000	32,580 tons used; significant cement emissions avoided
Upgrade of three vessels (Um-Zemoul, Alhamra and Alkhatem)	126,000,000	To reduce emission and enhance performance
New self-propelled Cutter Suction Dredger	620,000,000	Meeting Emission Control Area requirement
Upgrade of dredger (Alyassat)	14,600,000	Reducing fuel consumption and, accordingly, lowering emissions
Acquisition and advancement of four multicast units	137,375,000	designed for effective fuel consumption
Fuel consumption monitoring systems on 36 support crafts	13,140,000	continuous monitoring and improvement of fuel efficiency.



- **In-house Design, Engineering, and Advanced Manufacturing Capabilities:** The Group persistently utilizes its Digital Twin platform, an integrated design and engineering system, to optimize workflows, minimize resource deployment, and eliminate operational redundancies throughout projects. The Group seeks to continue expanding this platform's application across business units to refine structural designs and diminish resource consumption and operational inefficiencies. The Group also advances its internal fabrication capabilities including Computer Numerical Control machining, sheet metal production, and modular assembly to enhance self-reliance, abbreviate project timelines, and decrease procurement-associated emissions.
- **Vessel Upgrading/Repowering and Life Extension:** The Group allocated over AED 900 million to upgrade vessels, acquiring new dredger and upgrade of existing dredger, acquisition of new multicast units.
- **Fuel consumption monitoring systems:** Online fuel monitoring system is used on 36 support crafts for continuous monitoring and improvement of fuel efficiency
- **Circular Materials & Innovation:** NMDC Group integrates circular design and low-carbon material selection across its construction and marine projects. The Group is expanding the use of non-metallic and composite materials to enhance durability and reduce corrosion-related maintenance. Integrated Control & Safety Systems are being deployed to streamline process control and strengthen operational efficiency. In 2025, the Group also utilized 32,580 tonnes of GGBS concrete (AED 6.52 million) in place of conventional cement, significantly lowering lifecycle CO2 intensity and improving structural performance.

EMDAD GROUP ACQUISITION

In 2025, NMDC Group expanded its clean technology capabilities through the acquisition of EMDAD Group under NMDC LTS. The acquisition introduced in-house demand-side power management, system integration services, and well stimulation solutions that enhance extraction efficiency and reduce carbon intensity. EMDAD also operates a waste management facility in Habshan supporting responsible materials handling for ADNOC.

FORWARD CLEAN-TECH GROWTH PIPELINE

The Group is advancing a pipeline of low-carbon and next-generation energy projects, including Green Hydrogen (Project Crystal), a proposed 500 MW e-Methane production facility, hybrid solar-diesel systems for remote sites, and the development of wind installation vessels to support offshore renewables. NMDC LTS is also building nuclear services capability and is targeting long-term service provision to ENEC, positioning the Group for strategic expansion across hydrogen, renewables, and nuclear clean energy sectors.

NMDC ACADEMY FOR BUILDING INTELLECTUAL CAPITAL

NMDC Group's "Growing Young" philosophy emphasizes continuous learning and professional development as essential drivers of organizational agility and workforce excellence. To actualize this vision, the Group is establishing the NMDC Academy, a specialized training center designed to cultivate both technical expertise and soft skills across the organization.

Employees at all career stages—from entry-level positions through senior leadership—will benefit from the Academy's extensive curriculum. Technical training modules will cover critical areas such as dredging operations and project management, while soft skills programs will develop leadership capabilities and effective communication. This comprehensive approach ensures NMDC Group maintains a dynamic and well-rounded workforce that continues to drive innovation and uphold the Group's distinguished performance record.

The Academy's influence extends beyond individual skill enhancement to play a pivotal role in cultural cohesion. By delivering programs aligned with NMDC Group's core values, the Academy cultivates the "Collective Shine Culture"—a unifying organizational identity that connects employees through shared commitments to excellence, innovation, and sustainability.

HARNESSING DIGITAL TRANSFORMATION AND AI

Digital innovation stands as a cornerstone of NMDC Group's intellectual capital strategy. The Group's embrace of digital transformation and AI-enabled technologies focuses on creating more connected operations, sharper decision-making capabilities, and superior operational performance. Through strategic deployment of digital tools—from ERP platforms to artificial intelligence-driven insights—NMDC Group ensures its processes remain agile and aligned with evolving industry demands.

In 2025, NMDC Group expanded its in-house AI ecosystem to more than 70 specialized agents deployed across engineering, procurement, estimation, HSE, and operations. Key innovations included the HSE AMAN 24/7 hazard-detection system as well as Yard Scan AI, which enables real-time yard tracking and accurate metal-tag data capture through mobile vision. Additional collaborative agents were rolled out across departments through the NMDC 4.0 Platform, supporting Q&A, semantic search, document analysis, summarization, and automated discrepancy detection.

To reinforce adoption, the Group introduced an AI Adoption Index, recognising top monthly users and high-performing departments each quarter. Collectively, these AI solutions significantly reduced manual workloads, with several agents delivering multi-week review processes in minutes and contributing substantial Group-wide time savings while improving accuracy, speed, and compliance across operations. Throughout 2025, the Group advanced several transformative digital initiatives:

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 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, NMDC Group successfully moved beyond standard digitalization 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 summarization 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 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 ORGANIZATION

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 Group’s approach to data privacy and security operates through a comprehensive Privacy & Security strategy that ensures adherence to international standards and regulatory mandates. Central to this approach is a formal Data Privacy and Information Security Policy, authorized by the Group Chief Executive Officer (GCEO), which extends to all personnel including employees, contractors, third-party staff, vendors, and external consultants who interact with NMDC Group’s information systems or assets.

The Group’s data protection framework is anchored in its Information Security Management System (ISMS), aligned with ISO 27001 and UAE Information Assurance regulations. It ensures secure handling of personal data,

NMDC DREDGING & MARINE	2023	2024	2025
Total number of complaints received from outside parties and substantiated by the organization	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

with strict controls on access, encryption, retention, and disposal of sensitive information. The policy also ensures compliance with UAE Federal Decree-Law No. 45 of 2021 on the Protection of Personal Data, and NMDC has taken additional steps to align with European Union General Data Protection Regulation requirements where interactions with international partners and clients occur. Regular cybersecurity and responsible data handling training is delivered to employees to reinforce awareness and compliance.

Throughout 2025, NMDC Group strengthened its cybersecurity infrastructure through the deployment of a Network Detection and Response solution enabling real-time threat monitoring and incident response. Enhanced Email Gateway security was also introduced to reduce phishing and email-borne threats. Strategic oversight of information security rests with the Digital Transformation Committee, chaired by the GCEO, ensuring effective enterprise-wide risk governance and continuous improvement in cybersecurity resilience. The Group was awarded the Cybersecurity Compliance Certificate (CCC+) after undergoing an independent audit by Saudi Aramco's accredited assessor, confirming strong cybersecurity governance and assurance.

To ensure comprehensive protection of personal and confidential information, NMDC Group implements multiple technical and operational safeguards:

- **Data Categorization 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 organizational 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.

The Group conducts regular audits of its infrastructure and procedures to identify enhancement opportunities, ensuring data protection capabilities remain effective against emerging cyber risks. Future plans include pursuing ISO 27001 certification for the ISMS, further reinforcing the Group's dedication to upholding exceptional privacy and security standards.

NMDC Group maintains a transparent and proactive stance on data privacy matters, with a clean record of zero privacy or security incidents. This unwavering commitment to information protection builds strong stakeholder trust and solidifies NMDC Group's standing as a reliable and secure business partner.

No identified leaks, thefts, or losses of customer data for the past 3 years

No complaints were received and substantiated by the organization from outside parties or regulatory bodies for the past 3 years

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

Chief Officer – Logistics & Technical Services delivered a keynote address at the prestigious 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.

NMDC GROUP SHOWCASES DATA-DRIVEN ESG LEADERSHIP AT ICASF 2025 IN ABU DHABI

NMDC Group 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:** NMDC Group 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, NMDC Group 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 NMDC Group's 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 NMDC Group's 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

رؤية 2030 Vision

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

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

NMDC Group's position in the energy and marine construction sectors places it at the forefront of the climate transition. The Group continues to act as a trusted partner to governments and industries, supporting climate objectives within the UAE and across the regions where it operates. Strategic alliances and joint ventures have expanded NMDC's capabilities in clean energy and environmental protection, enabling the delivery of low-carbon solutions and environmental services alongside core EPC activities. Through these collaborations, flagship projects that drive energy security, urban development, and economic growth are designed and executed with climate considerations at their core, helping to minimize impacts and strengthen long-term resilience.

The Sustainability Strategy introduced last year unified climate management across the Group, identifying effective practices, scaling them across business units, and deepening our understanding of environmental impacts to guide future action.

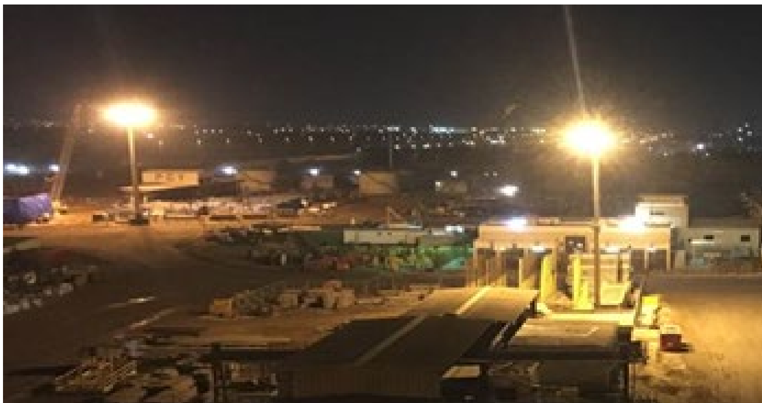
NMDC Group's commitments are underpinned by the Group's QHSE Policy, formally endorsed by the Group CEO on behalf of the Board. The Policy sets clear expectations on pollution prevention, impact reduction, energy conservation, and regulatory compliance, and forms the foundation for all environmental and climate-related initiatives. It also guides our efforts on energy and emissions, biodiversity, circularity, and water management, ensuring consistent standards across all business units.

Oversight and implementation are managed through the Group's HSE Committee, which brings together senior leadership including the CEO, Chief Operations Officer, QHSE Director, and Vice Presidents. The Committee Chair leads the corporate QHSE strategy, while the Vice Chair oversees the review, approval, and endorsement of key initiatives. Through regular meetings and performance evaluations, the Committee ensures that environmental and climate priorities are embedded into operational planning, tracked systematically, and continuously improved across projects and sites.

NMDC Group, participated in the ADIPEC Leadership Roundtable, held under the theme "Advancing Growth through Innovation, Low-Carbon Energy and Decarbonization". The 2025 roundtable, titled "Catalyzing Growth through Innovation, Low-Carbon Energy and Decarbonization", 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:

- **Sustainability & Innovation Award 2025 - Energy Company of the Year:** A testament to integrating low-carbon technologies into core EPC delivery.
- **Climate Action & Renewable Energy (CARE) Award – Energy Category:** Awarded for leadership in decarbonization 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 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.

- **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

Energy management across NMDC Group is implemented through an ISO 14001:2015-certified Environmental Management System, ensuring a consistent and structured approach to energy optimisation and operational efficiency across all sites and yards. The system enables business units to monitor performance, identify improvement opportunities, and integrate efficiency targets into daily operations. Energy reduction and optimisation efforts are guided by three complementary levers that form the foundation of our approach:

- Reduce reliance on diesel generation by connecting fabrication yards and idle barges to onshore power, cutting fuel use and emissions across operations. Electrify or replace priority equipment, cranes, and power units with hybrid systems to enhance reliability and efficiency, while automation upgrades at NMDC Energy's yard improve process control and overall energy performance.

- Expand renewable energy deployment by installing solar technologies across offices, yards, and worker accommodations in partnership with specialist providers. Build on existing initiatives such as solar-powered tower lights, hybrid generators, and solar systems at remote accommodation sites.

- Drive continuous improvements in energy performance through NMDC Energy's Energy Management Plan, designed to achieve a 25–30% efficiency gain by 2027. Early implementation has already delivered up to X% energy savings through targeted upgrades such as advanced lighting systems and optimized heating and cooling operations, setting a strong foundation for the Group's long-term efficiency goals (more details are listed below).

Building on this Group-wide direction, NMDC Energy is advancing a comprehensive set of initiatives that strengthen energy performance, reduce greenhouse gas emissions, and embed clean-energy solutions across its operations. These efforts span major infrastructure upgrades, renewable energy integration, and long-term decarbonization projects that together support the Group's transition toward lower-carbon, more resilient operations.

In the past year, our commitment to decarbonization 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.

Significant investments are being made in energy-efficient infrastructure to enhance overall operational performance:

NMDC Group continues to strengthen its 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 HEATING, VENTILATION, AND AIR CONDITIONING (HVAC) OPTIMIZATION

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

- **HVAC Modernization:** Conventional window air-conditioning units were replaced with Emirates Authority for Standardization and Metrology 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 Optimization:** 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.

Energy Consumption Data

Amount of Energy Consumed (GJ)			
NMDC DREDGING & MARINE	**2023**	**2024**	**2025***
Total Energy Consumed	**6,536,410.51**	**8,559,259.02**	**5,322,864.17**
Direct Energy Consumption	**6,504,007.69**	**8,528,725.90**	**5,285,520.81**
Diesel (100% mineral diesel)	1,028,925.08	309,675.14	226,109.35
Fuel oil	19,015.66	0.00	0.00
Marine fuel oil	365,232.50	0.00	0.00
Marine gas oil	4,985,750.32	8,116,725.29	4,963,715.63
Petrol (100% mineral petrol)	105,084.13	102,325.47	95,695.82
Indirect Energy Consumption	**32,402.81**	**30,533.12**	**37,343.37**
District cooling	5.80	0.00	0.00
Electricity	32,397.02	30,533.12	37,343.37
NMDC ENERGY			
Total Energy Consumed	**2,158,618.63**	**4,937,804.49**	**6,490,652.49**
Scope 1	**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
Scope 2	**284,805.28**	**216,557.64**	**245,190.91**
Electricity	284,805.28	216,557.64	245,190.91
NMDC INFRA			
Total Energy Consumed	**55,574.77**	**34,065.00**	**24,870.04**
Scope 1	**43,499.93**	**23,336.49**	**11,912.51**
Diesel (100% mineral diesel)	43,499.93	23,336.49	11,912.51
Scope 2	**12,074.84**	**14,149.66**	**12,957.53**
Electricity	12,074.84	14,149.66	12,957.53
NMDC ENGINEERING			
Total Energy Consumed	**278.75**	**N/A**	**N/A**
Scope 1	**0.00**	**N/A**	**N/A**
Scope 2	**278.75**	**N/A**	**N/A**
Electricity	278.75	N/A	N/A
NMDC GROUP			
Total Energy Consumed	**8,750,882.67**	**13,534,549.67**	**11,838,386.70**
Scope 1	**8,421,320.98**	**13,273,309.24**	**11,542,894.90**
Scope 2	**329,561.69**	**261,240.43**	**295,491.81**
Grand Total	**8,750,882.66**	**13,534,549.66**	**11,838,386.70**

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

EMISSIONS MANAGEMENT AND GHG INVENTORY

NMDC Group continues to strengthen its approach to emissions management through a comprehensive GHG inventory covering Scopes 1, 2, and 3. The Group established its first full inventory in 2024, using 2023 as the baseline year. This milestone provided a structured understanding of emission sources across operations and the value chain, enabling data-driven actions to reduce the Group's overall carbon footprint. In 2025, NMDC Group continued to improve the accuracy and scope of its inventory.

The inventory is developed in line with the GHG Protocol and forms the foundation for tracking performance, identifying hotspots, and setting future reduction priorities. Data is consolidated from business units across the Group, covering direct emissions from fuel combustion, indirect emissions from purchased electricity, and selected categories of value chain emissions.

To further reinforce transparency and accuracy while ensuring full alignment with the GHG Protocol and international assurance standards, NMDC Group has initiated its first third-party audit of the GHG emissions inventory (Scopes 1, 2, and 3).

Reduction efforts remain focused on efficiency, electrification, and increased use of renewable energy across operations. Through the combined impact of energy management initiatives and low-carbon technologies, NMDC Group continues to reduce its emissions intensity and contribute to regional and national climate ambitions.

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

As the maritime industry faces intensifying pressure for decarbonization, 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 CO_2 and 6% in NO_x.

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

At NMDC Group, 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 Extra High Voltage 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 joint venture 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 optimization 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 optimization.

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, NMDC Group is not just delivering infrastructure; we are engineering a more efficient, lower-carbon future for the global energy industry.

GHG Emissions Data

GHG Emissions (tC02e) NMDC Group				
Scope	**Category**	**2023**	**2024**	**2025*** ***
Scope 1	Stationary Combustion	51,996.00	17,302.05	12,853.84
	Mobile Combustion	535,183.00	907,762.25	768,077.08
	Fugitive Emissions	26,294.00	15,411.66	26,219.34
Scope 2	Purchased Electricity (location-based)	37,700.00	27,431.10	34177.69
	Purchased Electricity (market-based)	37,700.00	27,431.10	34177.69
	Purchased District Cooling (location-based)	0.30	N/A	N/A
	Purchased District Cooling (market-based)	0.30	N/A	N/A
Scope 3	Purchased Goods and Services [X, Y]	1,338,576.00	922,080.00	440,532.25
	Capital Goods [X]	90,794.00	149,077.79	160,055.77
	Fuel- and Energy Related Activities Not Included in Scope 1 or Scope 2	140,205.00	330,826.08	267,192.21
	Upstream Transportation and Distribution (WTW)**	1,650.00	4,349.58	3,966.61
	Waste Generated in Operations	4,727.00	5,444.29	24,610.24
	Business Travel (WTW)***	2,422.00	3,062.51	1872.81
	Employee Commuting (WTW)	34,044.00	N/A	N/A
	End-of-Life Treatment of Sold Products****	389.00	N/A	N/A
	Investments	47.00	N/A	N/A
Total		**2,264,027.00**	**728,501.27**	**1,739,557.86**

GHG Emissions (tC02e) NMDC D&M				
Scope	**Category**	**2023**	**2024**	**2025*******
Scope 1	Stationary Combustion	42,014.00	13,072.28	1,351.57
	Mobile Combustion	400,414.00	552,519.56	352,041.49
	Fugitive Emissions	2,412.00	1,617.54	2,239.68
Scope 2	Purchased Electricity (location-based)	3,403.00	3,206.84	3,921.05
	Purchased Electricity (market-based)	3,403.00	3,206.84	3,921.05
	Purchased District Cooling (location-based)	0.30	0.00	0.00
	Purchased District Cooling (market-based)	0.30	0.00	0.00
Scope 3	Purchased Goods and Services [X, Y]	805,652.00	182,020.00	8,886.16
	Capital Goods [X]	34,062.00	98,311.34	92,510.36
	Fuel- and Energy Related Activities Not Included in Scope 1 or Scope 2	101,413.00	309,106.96	154,313.49
	Upstream Transportation and Distribution (WTW)**	1,220.00	1,374.95	1,925.71
	Waste Generated in Operations	2,170.00	2,210.74	3,364.64
	Business Travel (WTW)***	845.00	1,705.08	876.36
	Employee Commuting (WTW)	4,783.00	N/A	N/A
	End-of-Life Treatment of Sold Products****	N/A	N/A	N/A
	Investments	N/A	N/A	N/A
Total		**1,398,389.00**	**429,350.77**	**624,000.00**

Scope	Category	2023	2024	2025*****
GHG Emissions (tC02e) NMDC Energy				
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
	Purchased District Cooling (location-based)	0.00	0.00	0.00
	Purchased District Cooling (market-based)	0.00	0.00	0.00
Scope 3	Purchased Goods and Services [X, Y]	531,911.00	740,060.00	431,646.10
	Capital Goods [X]	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
	End-of-Life Treatment of Sold Products****	N/A	N/A	N/A
	Investments	N/A	N/A	N/A
Total		**856,041.00**	**1,212,442.56**	**1,111,416.24**

Scope	Category	2023	2024	2025*****
GHG Emissions (tC02e) NMDC Construction				
Scope 1	Stationary Combustion	703.00	433.48	216.76
	Mobile Combustion	2,536.00	1,377.69	725.01
	Fugitive Emissions	1,256.00	1,210.68	5,706.14
Scope 2	Purchased Electricity (location-based)	1,268.00	1,485.71	630.95
	Purchased Electricity (market-based)	1,268.00	1,485.71	630.95
	Purchased District Cooling (location-based)	0.00	0.00	0.00
	Purchased District Cooling (market-based)	0.00	0.00	0.00
Scope 3	Purchased Goods and Services [X, Y]	-	-	-
	Capital Goods [X]	-	-	-
	Fuel- and Energy Related Activities Not Included in Scope 1 or Scope 2	960.00	N/A	409.03
	Upstream Transportation and Distribution (WTW)**	96.00	N/A	N/A
	Waste Generated in Operations	98.00	651.89	2,387.85
	Business Travel (WTW)***	2.00	N/A	N/A
	Employee Commuting (WTW)	1,127.00	N/A	N/A
	End-of-Life Treatment of Sold Products****	389	N/A	N/A
	Investments	N/A	N/A	N/A
Total		**8,435.00**	**5,159.46**	**10,075.74**

GHG Emissions (tC02e) NMDC Engineering [Z]				
Scope	**Category**	**2023**	**2024**	**2025*** **
Scope 1	Stationary Combustion	0.00	N/A	N/A
	Mobile Combustion	0.00	N/A	N/A
	Fugitive Emissions	0.00	N/A	N/A
Scope 2	Purchased Electricity (location-based)	31.00	N/A	N/A
	Purchased Electricity (market-based)	31.00	N/A	N/A
	Purchased District Cooling (location-based)	0.00	N/A	N/A
	Purchased District Cooling (market-based)	0.00	N/A	N/A
Scope 3	Purchased Goods and Services [X, Y]	-	-	-
	Capital Goods [X]	-	-	-
	Fuel- and Energy Related Activities Not Included in Scope 1 or Scope 2	5.00	N/A	N/A
	Upstream Transportation and Distribution (WTW)**	1.00	N/A	N/A
	Waste Generated in Operations	5.00	N/A	N/A
	Business Travel (WTW)***	24.00	N/A	N/A
	Employee Commuting (WTW)	36.00	N/A	N/A
	End-of-Life Treatment of Sold Products****	N/A	N/A	N/A
	Investments	N/A	N/A	N/A
Total		**101.00**	**N/A**	**N/A**

* The inventory provides an overview of our emissions at the Group level, with a breakdown per business unit where possible.

A geographic breakdown is not feasible due to the nature of our projects. Therefore, the figures reflect the emissions of all our activities and operations in 2024 and 2025.

** 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 Group employees.

**** Emissions associated with the end-of-life treatment of the concrete products sold by NMDC Construction.

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

[X] Activity data for Scope 3 (Category 1 & 2) calculations for NMDC Construction & NMDC Engineering is included under NMDC D&M.

[Y] 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.

[Z] The 2024 GHG inventory for NMDC Engineering was not available at the time this report was published.


NMDC
GROUP

GHG Emissions Data Summary

Scope	Unit	2023	% contribution	2024	% contribution	2025	% contribution
NMDC GROUP							
Scope 1	MTCO2e	613,474.00	27.11%	940,475.97	39.47%	807,150.26	46.40%
Scope 2		37,700.30	1.67%	27,431.10	1.15%	34,177.69	1.96%
Scope 3		1,611,838.00	71.23%	1,414,840.24	59.38%	898,229.89	51.64%
NMDC D&M*							
Scope 1	MTCO2e	449,335.00	31.94%	570,231.24	48.73%	355,632.74	57.22%
Scope 2		4,702.30	0.33%	4,692.55	0.40%	3,921.05	0.63%
Scope 3		952,888.00	67.73%	595,380.96	50.87%	261,876.72	42.15%
NMDC Energy							
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%

* The NMDC D&M figures encompass the activities of both NMDC Construction and NMDC Engineering, as these entities are consolidated within the D&M segment for financial reporting purposes.

GHG Emissions Intensity Data

NMDC DREDGING & MARINE *

Total Emissions Intensity (tCO2e/ Revenue AED'000)	2023	2024	2025
Scope 1 Intensity	0.0512	0.0482	0.0352
Scope 2 Intensity	0.0005	0.0004	0.0004
Scope 3 Intensity	0.1086	0.0504	0.0259

* The NMDC D&M Intensity figures encompass the activities of both NMDC Construction and NMDC Engineering, as these entities are consolidated within the D&M segment for financial and reporting purposes.

NMDC ENERGY

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

NMDC GROUP

Total Emissions Intensity (tCO2e/ Revenue AED'000)	2023	2024	2025
Scope 1 Intensity	0.0367	0.0358	0.0280
Scope 2 Intensity	0.0023	0.0010	0.0012
Scope 3 Intensity	0.0965	0.0539	0.0312
Total Emissions Intensity	0.1355	0.0907	0.0604

ENVIRONMENTAL COMPLIANCE MANAGEMENT

NMDC Group remains fully committed to complying with all applicable environmental laws and regulations, maintaining a proactive approach to prevent risks of non-compliance. During the reporting period, the Group recorded no fines or non-monetary sanctions related to environmental regulations, reflecting its continued commitment to strong environmental governance and adherence to regulatory requirements across all areas of operation.

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	53,750	0	0
2025	0	0	0

NMDC Group remains committed to sustainable operations and environmental stewardship through a robust compliance management system that includes:

- **Risk Mitigation:** QHSE teams at both Group and business unit levels actively oversee environmental performance by identifying and managing potential risks across all projects. Continuous monitoring and evaluation help prevent non-compliance and ensure that mitigation measures are effectively implemented.
- **Internal Audits and Assessments:** Regular audits are carried out to verify that NMDC Group's operations comply with environmental regulations and internal procedures. These assessments promote accountability and support the Group's ongoing efforts to enhance environmental performance.
- **Employee Training and Awareness:** Environmental awareness is reinforced through regular training sessions, induction programs, and workshops. These initiatives ensure that employees clearly understand the Group's environmental commitments and their role in maintaining compliance and promoting responsible practices across all operations.

At the core of NMDC Group's environmental governance framework is the HSE Manual, which sets out clear procedures for environmental protection across operations. It covers waste management, pollution prevention, and resource efficiency, serving as a key reference for employees and subcontractors. The manual reflects the Group's commitment to compliance and sustainable operational practices.

To maintain strong environmental performance, NMDC Group regularly reviews training needs and delivers targeted programs that build awareness and capability among teams. The Environmental Induction Training Program ensures all employees understand their responsibilities in maintaining safe, compliant, and sustainable worksites.

NMDC Group remains focused on strengthening its environmental compliance framework by integrating new regulations and enhancing awareness initiatives. Ongoing efforts in training, policy development, and compliance management will continue to drive improvement and reinforce the Group's leadership in environmental responsibility.

No fines or non-monetary sanctions related to environmental regulations were recorded in 2025

Biodiversity & Land-Use

NMDC Group recognizes that protecting biodiversity and preserving natural resources are essential to maintaining healthy ecosystems and ensuring the long-term sustainability of its operations. The Group's efforts focus on integrating environmental considerations into every stage of project planning and execution, ensuring that potential impacts on habitats and species are identified, assessed, and effectively managed.

Under the direction of the QHSE Policy, NMDC applies a structured framework for biodiversity management that promotes conservation, responsible resource use, and regulatory compliance across all business units. This framework supports consistent implementation of environmental measures, ensuring that operations are aligned with national requirements and international best practices.

Environmental Impact Assessments (EIAs) remain a critical tool for guiding decision-making and minimizing ecological disturbance. Conducted by qualified and approved consultants, these studies evaluate potential effects on marine and terrestrial environments, identify sensitive ecosystems, and recommend mitigation strategies. Before project commencement, all assessments are reviewed and approved by regulatory authorities, including the EAD. In addition, detailed Environmental Control Plans are developed and applied throughout construction, supported by ongoing monitoring and auditing to safeguard local biodiversity.

SUSTAINABLE PRACTICES AND EXTERNAL VERIFICATION

To maintain high standards of environmental performance, NMDC Group operates under an ISO 14001:2015-certified Environmental Management System (EMS). Regular internal and external audits, including independent assessments by Bureau Veritas and other accredited bodies, verify alignment with international standards and local regulations. These reviews reaffirm NMDC Group's commitment to strong environmental governance and the sustainable management of land and marine ecosystems.

MINIMIZING OPERATIONAL DISTURBANCE

NMDC Group integrates environmental responsibility into all aspects of project execution, prioritizing the protection of biodiversity and the reduction of ecological disturbance. Through advanced planning, modern equipment, and strict operational oversight, the Group ensures its activities coexist with the surrounding environment as sustainably as possible. Key initiatives include:

- Advanced Site Mapping: Geographic Information System tools are used to analyze and plan dredging and disposal areas with precision. This approach allows project teams to avoid ecologically sensitive zones and limit disruption to marine habitats.
- Deployment of Dynamically Positioned (DP) Vessels: DP vessels eliminate the need for anchoring systems, preventing direct contact with the seabed and reducing the number of auxiliary vessels required. This technology minimizes seabed disturbance and congestion in project areas.
- Environmentally Responsible Operations: Across its business units, NMDC incorporates environmentally safe lubricants, comprehensive spill prevention kits, and strict wastewater discharge controls. These measures align with recognized international standards and help safeguard surrounding waters from contamination.
- Cleaner Fuel Use: In line with UAE environmental regulations, NMDC's fleet operates using low-sulphur fuel, reducing sulphur dioxide emissions and contributing to better air quality in coastal and marine environments.

All operations are supported by detailed risk registers, real-time environmental monitoring, and vessel-based emergency response systems designed to prevent and manage potential incidents. These integrated controls continue to deliver strong outcomes, with no significant biodiversity-related incidents recorded for more than a decade, underscoring NMDC Group's commitment to responsible marine operations and ecosystem protection.

PIONEERING MARINE BIODIVERSITY THROUGH 3D INNOVATION (GROUP)

As part of our commitment to environmental stewardship and ecological offsetting, NMDC has moved beyond conventional coastal protection to pioneer next-generation marine habitat restoration. In 2025, we successfully transitioned from traditional artificial reef designs to highly complex, biomimetic 3D-printed concrete structures. This initiative represents a fusion of advanced engineering and marine biology, specifically tailored to the unique biodiversity of Abu Dhabi's waters.

THE PROJECT: SCALING INNOVATION IN THE ARABIAN GULF

The project, which moved from inception in 2024 to deployment in April 2025, involved the installation of three 10-ton 3D-printed reefs. These structures were designed using structural calculations and stability dimensioning to withstand the conditions of the Arabian Gulf while maximizing biological surface area.

Key advantages of our 3D-printed approach include:

- **Biomimicry:** Designing habitats that replicate natural environments for targeted local species.
- **Structural Complexity:** Providing 3.8 times more surface area for colonization (260 m2 per reef) compared to traditional designs.
- **Habitat Diversity:** Offering over 100 cavities per structure, a significant leap from the single-cavity design of conventional dome reefs.

NATURE-BASED SOLUTIONS FOR COASTAL RESILIENCE

As part of its commitment to sustainable maritime infrastructure, NMDC is adopting a Building with Nature design approach that integrates natural processes to deliver multifunctional social and environmental benefits. A key initiative under this approach is the development of a feasible tidal mudflat design, applying Nature-based Solutions (NbS) to address climate change impacts and increasing pressure on natural resources.

CIRCULAR ECONOMY: TRANSFORMING EXCESS SILT INTO ECOLOGICAL VALUE

The tidal mudflat initiative exemplifies circular economy principles by repurposing excess silt generated from an expansion project into a functional ecological asset. This “excess silt to ecosystem” approach ensures optimal material reuse while directly contributing to environmental restoration.

ENVIRONMENTAL IMPACT: BIODIVERSITY AND CARBON SEQUESTRATION

Tidal mudflats are among the most productive coastal ecosystems and play a critical role in supporting Abu Dhabi's environmental objectives. The proposed mudflat will provide habitat for several IUCN-listed bird species, including the Black-crowned Night Heron, Little Grebe, Black-tailed Godwit, Eurasian Spoonbill and Greater Flamingo. In addition, mudflats function as blue carbon sinks, contributing to coastal protection and long-term carbon sequestration, and directly support the Environment Agency – Abu Dhabi's Climate Change Strategy.

TECHNICAL VALIDATION AND SITE READINESS

Preliminary technical assessments confirm the site's suitability for mudflat development. Wave studies indicate a highly sheltered environment conducive to long-term stability, while particle size analysis of the excess silt confirms its suitability for the proposed design and settling behavior. Ecological assessments further indicate that existing mangrove islands in the area are experiencing restricted water flow and limited inundation; the proposed mudflat design will help restore natural hydrological processes.

By integrating nature-based solutions into its projects, NMDC is delivering resilient infrastructure while actively contributing to biodiversity enhancement and the protection of Abu Dhabi's marine ecosystems.

STRATEGIC PARTNERSHIP FOR MARINE CONSERVATION

NMDC Group has significantly advanced its environmental mission by entering into a landmark five-year strategic collaboration agreement with the EAD. Formalized at the Forbes Middle East Sustainability Leaders' Summit, this partnership underscores NMDC Group's role as a major contributor to Abu Dhabi's environmental resilience and sustainability goals. 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.

ADVANCING MARINE BIODIVERSITY

As a leader in offshore operations, NMDC Energy recognizes its vital role in protecting Abu Dhabi's marine treasures, specifically the Green Turtle (Chelonia mydas). Our 2025 initiatives were designed to align with global conservation success, supporting the Green Turtle's reclassification to "Least Concern" by the IUCN.

- **Turtle Nesting Protection:** We issued strict Internal Memo guidelines (Nesting Protection Guidelines) to all offshore project sites to protect nesting areas during the critical season from March to August.
- **Operational Safeguards:** Our vessels are equipped with Marine Mammal and Reptile Observers (MMROs) to ensure turtle-safe operational practices.
- **Habitat Monitoring:** In collaboration with the EAD, we provide monitoring and data support for marine projects, including the rescue and rehabilitation of stranded turtles.
- **Site-Specific Protection:** Potential nesting areas have been identified and clearly demarcated with signage to prevent disturbances such as artificial lighting, noise, and littering.

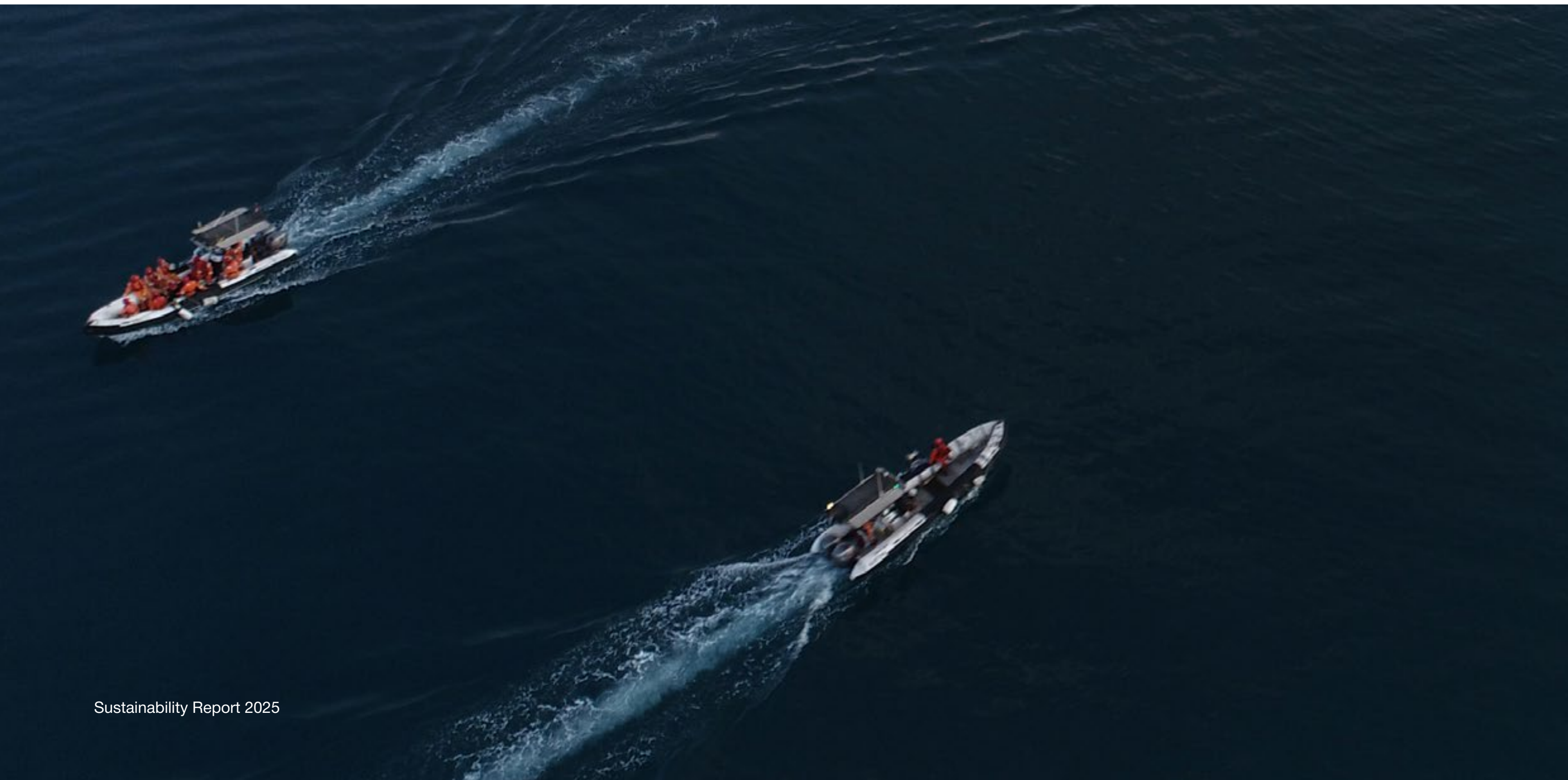
NMDC Group continues to lead large-scale restoration efforts that strengthen ecosystem resilience and promote the recovery of marine and coastal habitats affected by development. These initiatives reflect the Group's long-standing commitment to balance infrastructure progress with environmental stewardship:

- Mangrove Restoration and Planting: Building on years of habitat rehabilitation, NMDC expanded its mangrove restoration efforts across in-house and client-led programs. In early 2025, the Group successfully planted 40,0006,600 mangrove trees, surpassing its target of 30,000.At Jubail Mangrove Park, NMDC was engaged to identify and address the causes of mangrove degradation. Site investigations revealed poor water flushing and disturbed hydrology that had created toxic, low-oxygen conditions affecting tree health. NMDC restored the site's historical tidal creeks and reconnected them to the main channels, improving tidal exchange and restoring natural water movement. As a result, previously degraded mangrove stands began to recover, with clearer water, reduced odor, and healthier vegetation now visible across the area.

  Complementing this, at Shujaa Island, NMDC initiated an in-house mangrove plantation program to offset the ecological impacts of its operations. The project targets the planting of 6,100 mangrove trees, beginning with an initial phase of 500 trees that achieved a 90% survival rate despite high-temperature conditions. The remaining trees were subsequently planted under a two-year maintenance and monitoring plan to ensure healthy growth and ecosystem recovery.

- Marine Habitat Enhancement: In the marine environment, NMDC continues to deploy advanced habitat engineering techniques to support biodiversity recovery. The Artificial Reef Project for the Ruwais LNG Development incorporates 250 3D-printed and 50 precast reef modules designed to replicate natural reef structures and promote biodiversity. Ecological site assessments were conducted to confirm optimal deployment conditions, and an S-curve layout was selected to enhance shelter, water circulation, and species recruitment.

- Designing for Biodiversity: NMDC also integrates ecological design features into infrastructure projects. By studying local hydrodynamics and sediment movement, the Group has developed quay wall and reclamation structures that retain water, creating sheltered pockets where marine organisms can flourish. These adaptive designs help maintain habitat complexity and promote natural recolonization in reclaimed or modified areas.



RESTORATION DURING OPERATIONS

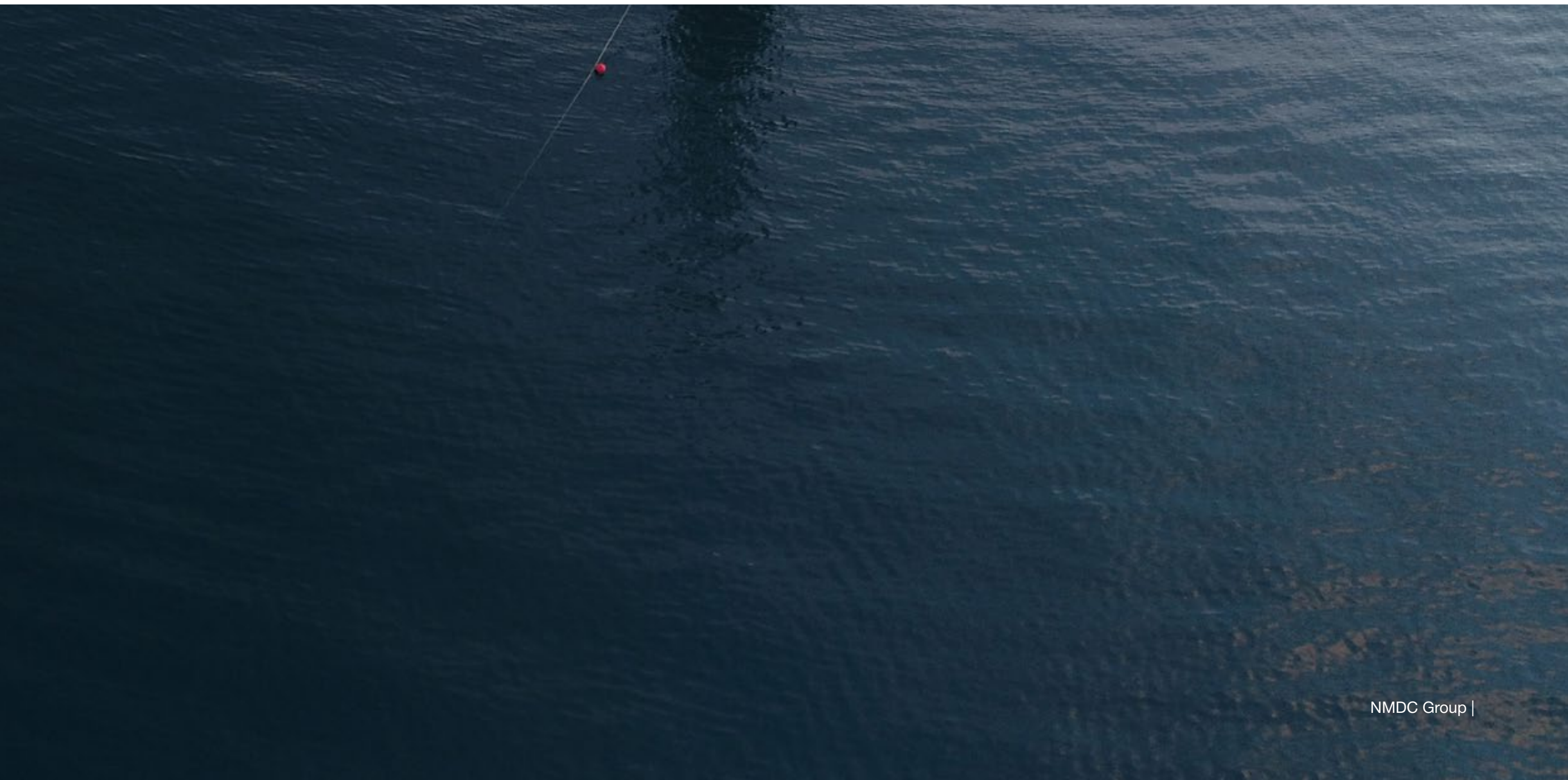
NMDC Group integrates restoration and environmental protection measures throughout the entire project life-cycle, not only after completion. By embedding restoration principles into active operations, the Group reduces ecological disturbance, safeguards surrounding ecosystems, and ensures long-term land and marine stability.

- Reclamation Area Management: During reclamation works, NMDC continuously manages site conditions by removing unsuitable materials, compacting and levelling reclaimed areas, and ensuring soil stability. These actions help maintain the structural integrity of reclaimed land while minimizing lasting environmental impacts.

- Environmental Monitoring: Comprehensive monitoring programs are implemented across all active sites. Regular testing of reclamation materials and strict compliance with the Construction Environmental Management Plan ensure that all activities meet required environmental standards and align with regulatory expectations.

- Water Quality Protection: NMDC Group collaborates closely with EAD to monitor and enhance water quality in marine environments near project areas. These efforts help sustain aquatic ecosystems during operations and maintain healthy conditions for marine life.

Through early planning, continuous oversight, and close coordination with regulators, NMDC Group ensures biodiversity protection remains central to project execution. By applying advanced technologies, environmentally responsible standards, and on-site restoration practices, the Group continues to balance operational efficiency with environmental stewardship across all its projects.



NURAI ARTIFICIAL REEF PILOT PROJECT

Objective and Approach

In collaboration with Seaboost, the Nurai Artificial Reef Pilot Project was undertaken to identify the most effective artificial reef structure to support marine habitat restoration. The project compared three reef types—3D-printed modules, electrified spider steel frames, and precast domes—to evaluate durability, surface complexity, and ecological performance. NMDC's Environmental Team conducted site surveys, coordinated deployment, and implemented a structured monitoring program to assess biodiversity recovery.

Impact

Within just three months, the 3D-printed reef units demonstrated significantly stronger ecological performance, supported by scientific monitoring:

1. 4× more fish abundance compared to other reef types
2. 2.5× greater species diversity
3. Increased surface complexity that enhanced colonization of corals and marine flora

These results confirm that biomimetic 3D-printed reef structures can accelerate natural recovery and create stable habitats more quickly than conventional reef types.

Benefits and Future Potential

The pilot provides a scalable, evidence-based model for ecological offsetting and coastal restoration across regional marine projects. NMDC now has an established capability to co-design and produce 3D reef systems at volume, supporting regulators, clients, and marine conservation objectives.

IN-HOUSE MARINE MAMMAL & REPTILE OBSERVER (MMRO) PROGRAM

Overview

NMDC strengthened its marine environmental protection measures by developing internal Marine Mammal and Reptile Observer (MMRO) capability. This initiative supports responsible offshore operations by ensuring that potential interactions with marine fauna are identified and managed directly on site.

Objective & Implementation

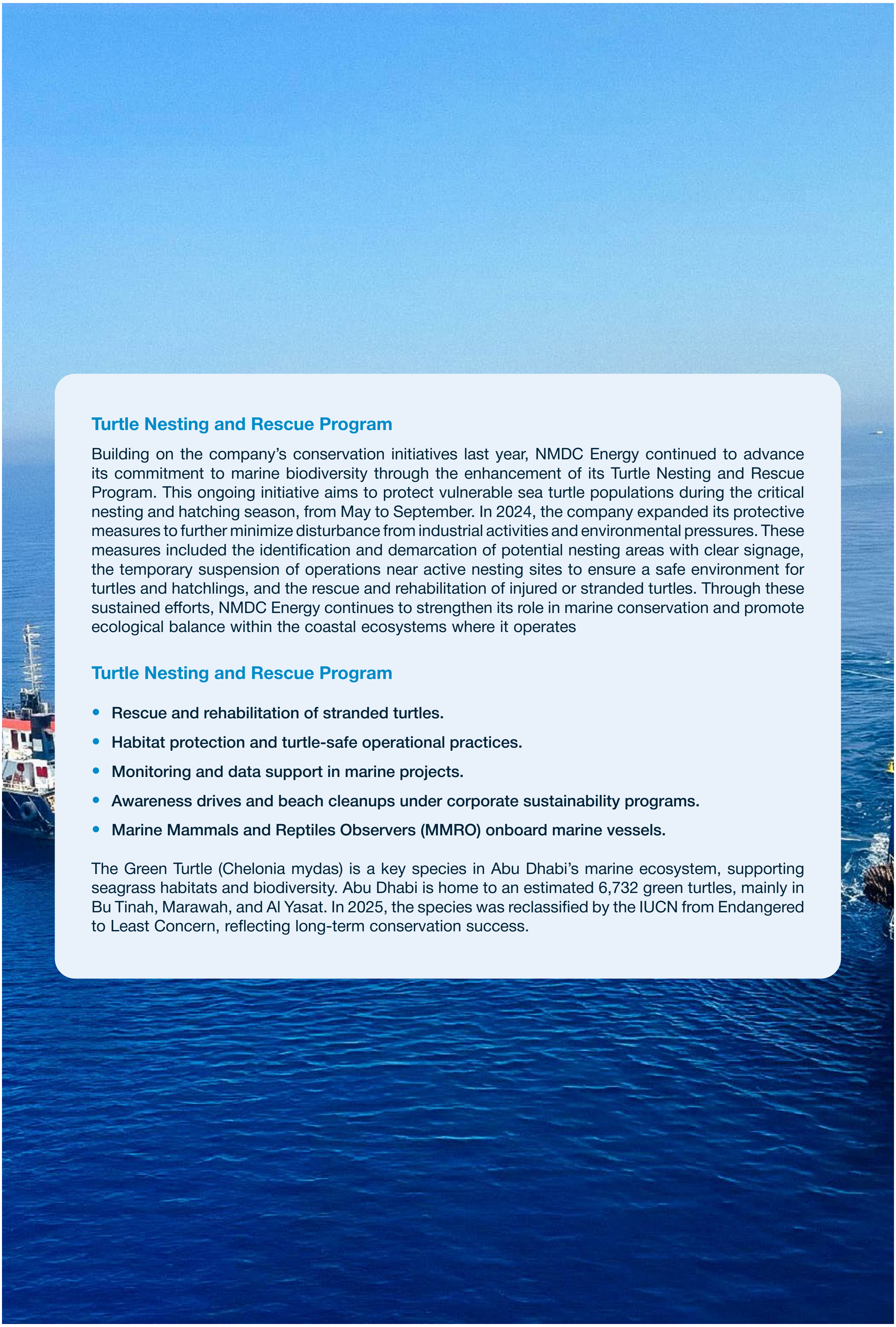
The program was introduced to reduce reliance on external consultants and ensure continuous monitoring during offshore activities. Selected Environmental Officers and Engineers completed Arabian Marine Species Observer certified training delivered by an approved provider, enabling them to conduct marine wildlife awareness sessions and perform monitoring activities at project sites. Newly joined personnel will undergo the same certification to maintain capacity across future projects.

Impact

The shift to in-house MMRO capability has improved environmental oversight, reduced project delays associated with external scheduling and lowered operational costs. Certified observers now provide immediate guidance during vessel movements, helping to minimize disturbance or collision risks involving marine mammals and reptiles. The program has been successfully implemented at the H&G Project, where NMDC's MMRO team has been formally accepted by the client.

Benefits & Future Potential

The program enhances NMDC's environmental stewardship and operational efficiency while building long-term technical capability within project teams. Expanding the number of certified observers will strengthen monitoring consistency across the fleet and reinforce NMDC's commitment to responsible marine operations.



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.**
- **Marine Mammals and Reptiles Observers (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 IUCN from Endangered to Least Concern, reflecting long-term conservation success.

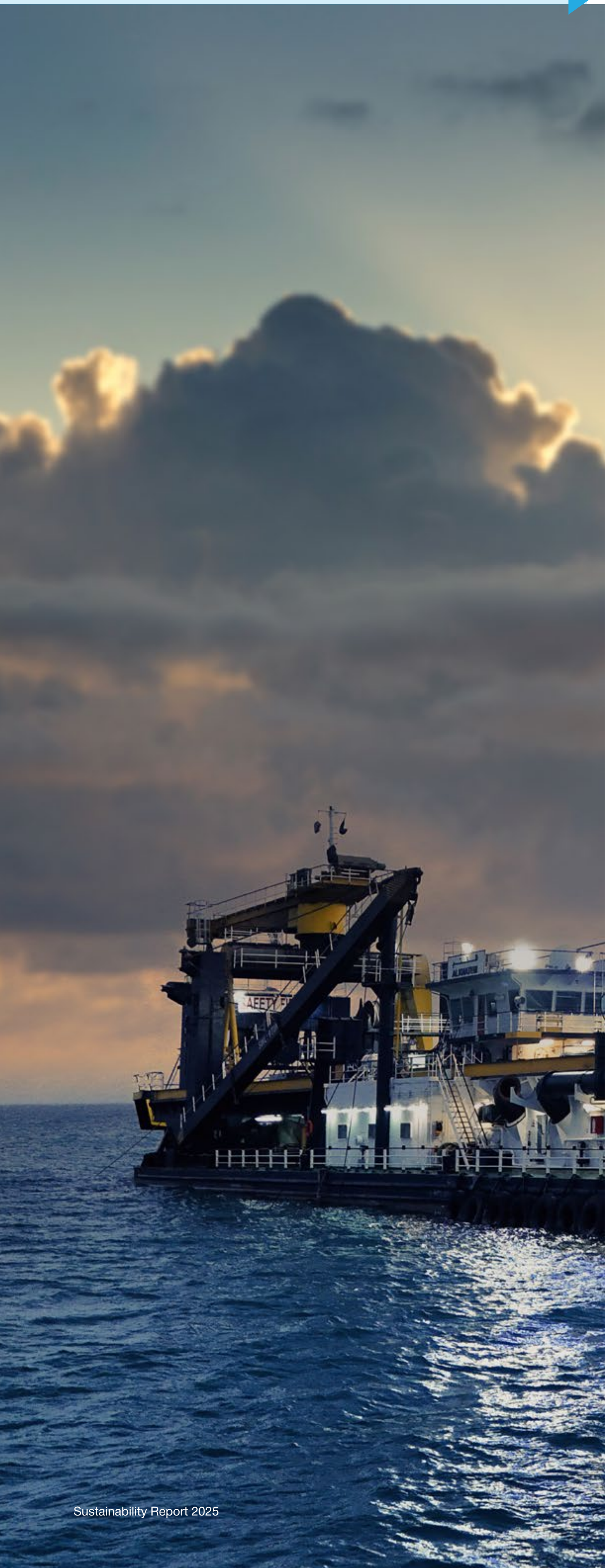
JUBAIL MANGROVE PARK – HYDROLOGY RESTORATION

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 die-back 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.



Circularity & Waste Management

NMDC Group continues to prioritize effective and responsible waste management to minimize environmental impact and uphold strict compliance with local and international regulations. Guided by the Group's QHSE Policy and implemented through its ISO 14001:2015-certified EMS, all business units follow a structured approach focused on waste prevention, resource efficiency, and pollution control.

The Group's waste management framework emphasizes accurate classification, segregation, and disposal of waste streams at every project site. These procedures ensure safe handling of materials and reduce the amount of waste sent to landfill. Waste-related processes are now fully integrated into the Group's ERP system, allowing for centralized tracking, improved data accuracy, and real-time visibility across business units. This digital integration has strengthened governance, streamlined reporting, and enabled quicker responses to regulatory and operational requirements.

Across NMDC Dredging & Marine and NMDC Energy, initiatives continue to focus on optimized procurement, reuse of materials, and partnerships with certified waste management providers to improve recycling performance. In several projects, dredged materials and recovered aggregates are reused in reclamation activities, supporting circularity and reducing the need for new resources. Regular reviews of waste performance and policy updates drive continuous improvement and ensure compliance with evolving regulations.

Continuous awareness and training programs further embed good practices across teams, reinforcing a culture of responsibility and accountability toward environmental protection. Through these efforts, NMDC Group continues to reduce waste generation, enhance material recovery, and promote circular use of resources—contributing to the sustainable management of materials across its value chain.

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 Sustainable Development Goals (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 Minimization:** 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

NMDC DREDGING & MARINE	Waste Type	2023	2024	2025**
Non-Hazardous (MT)	**Commercial & Industrial Waste**	3,335.21	3,232.93	2,555.14
	Scrap Metal	2,741.57	2,015.50	7,070.60
	Construction	1,256.25	2,026.95	1,737.12
	Plastics	245.59	42.52	0.87
	Plastics: PS *	15.22	0.00	0.00
	Tyres	12.85	0.00	0.00
	Household Residual Waste	653.00	0.00	0.00
	Organic: Mixed Food and Garden Waste	499.66	719.79	646.47
	Wood	1,128.54	3,462.63	4,581.41
	Paper and Board	11.65	0.00	1.20
Hazardous (MT)	Mineral Oil	514.36	343.17	404.21

* Polystyrene (PS), including any types of polystyrene products that are formed, shaped, or molded during manufacturing or construction processes.

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

	Non-Hazardous Weight (MT)	Hazardous Weight (MT)
2023	9,899.54	514.36
2024	11,500.31	343.17
2025*	16,592.82	702.49

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

	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	54.84	0.00	0.00
	Concrete	1,110.58	0.00	0.00
	Organic[†]	30.35	0.00	3,248.24
	Wood	3,143.94	2,365.77	15,203.90
	Paper & Board	79.64	177.76	42.31
	Aggregates[¶]	1,116.00	0.00	25.37
Hazardous (MT)	Batteries	35.22	354.30	13.20
	Commercial & Industrial Waste[‡]	473.78	626.26	1,645.81
	Metal[§]	116.75	19.17	34.47
	WEEE[ǀ]	0.87	N/A	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	27,029.03	626.62
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

NMDC DREDGING & MARINE	Waste Type	Treatment by 3rd Party	2023	2024	2025***
Non-Hazardous (MT)	Commercial & Industrial Waste	-	0.00	N/A	0.00
	Scrap Metal	Recycling	2,741.57	2,015.50	7,070.60
	Construction	Recycling	1,256.25	0.00	0.00
	Plastics	Recycling	245.59	0.00	0.00
	Plastics: PS *	Recycling	15.22	0.00	0.00
	Tyres	Recycling	12.85	0.00	0.00
	Household Residual Waste	-	0.00	0.00	0.00
	Organic: Mixed Food and Garden Waste	Composting	491.30	719.79	646.47
	Wood	Recycling	1,128.54	3,462.63	4,581.41
	Paper and Board	Recycling	11.65	0.00	1.20
Hazardous (MT)	**Mineral Oil**	Recycling	514.36	343.17	404.21

* Polystyrene (PS), including any types of polystyrene products that are formed, shaped, or molded during manufacturing or construction processes.

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

	Non-Hazardous Weight (MT)	Hazardous Weight (MT)
2023	5,902.97	514.36
2024	2,735.29	343.17
2025*	12,299.69	404.21

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

	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	150.13
	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	-	3,143.94	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.

STATIC WASTE COMPACTOR (20 CBM) FOR H&G PROJECT

NMDC Group implemented a static waste compactor at the H&G Project to enhance waste management efficiency and reduce environmental impact. The initiative demonstrates a practical approach to minimising landfill disposal, cutting logistics-related emissions, and improving on-site waste handling in line with the Group's broader sustainability objectives.

Objective and Implementation

The primary goal of introducing the static waste compactor was to reduce the number of waste skips required on site and limit emissions from transport activities.

Previously, non-hazardous waste was collected in 10 Cubic Meters (CBM) skips and transferred by landing craft for collection by a Center for Waste Management approved service provider. With the installation of a 20 CBM compactor, waste is now compressed on site, significantly reducing volume before transfer to shore.

Personnel received dedicated training on safe operation and monitoring of the compactor's performance. This process has reduced the number of skips in use, improved site cleanliness, and lowered the frequency of off-site waste collection trips.

Impact

The initiative led to a 40 percent reduction in waste sent to landfill each month. Waste collection trips decreased from 25 to 15 per month, resulting in a reduction of approximately 3.3 tons of CO_2 emissions. The compactor has improved operational efficiency, lowered fuel use, and reduced congestion from waste transport vehicles.

The project's joint-venture client commended NMDC's proactive waste reduction measures and encouraged continued use of the system.

Benefits and Future Potential

By compacting waste at source, NMDC has reduced both transport frequency and landfill dependency, generating clear environmental and operational gains. The compactor will remain in service throughout the project, with continuous monitoring to maintain performance and identify additional opportunities for deployment across future sites.

Water Stress

In a region defined by limited freshwater availability, NMDC Group recognizes that responsible water management is essential to maintaining operational resilience and supporting broader environmental sustainability goals. The Group continues to take deliberate steps to conserve water, minimize waste, and reduce dependency on external freshwater sources across all projects and facilities.

Offshore construction vessels are equipped with advanced desalination units that convert seawater into freshwater for daily use on board. This reduces the frequency of supply boat trips, lowering both operational costs and associated emissions. At onshore sites, wastewater generated from air-conditioning systems and pipeline hydrotesting is collected, treated, and reused for purposes such as irrigation and dust suppression. These measures not only optimize water use but also contribute to more sustainable site management practices.

NMDC Group enhanced its water management performance through the introduction of an acid-free concrete wastewater treatment system, designed to replace conventional acid-based methods with a cleaner and more sustainable alternative. The new system integrates advanced sedimentation, filtration, and Reverse Osmosis technologies to remove harmful substances and significantly lower Total Suspended Solids (TSS). This innovation allows the treated water to be safely reused for irrigation, washing, and dust control, reducing both freshwater demand and discharge into the environment.

The transition has also eliminated the use of acid-neutralising chemicals, cutting operational emissions and improving on-site safety. As a result, NMDC has achieved measurable reductions in waste generation, water pollution, and treatment-related CO_2 emissions.

To ensure consistent performance across operations, NMDC is strengthening its approach to water measurement and reporting. Business units are progressively adopting standardized tracking methods to quantify consumption and identify opportunities for further efficiency gains. This structured process allows the Group to set clear targets, monitor progress, and continuously improve water performance in line with client and regulatory expectations.
As part of the ongoing ERP integration, water management policies are being centralised to improve oversight and streamline updates. The system supports unified data collection, periodic reviews, and greater alignment of water-related initiatives across all business units.

Through these combined efforts—encompassing desalination, water recycling, performance monitoring, and digital oversight—NMDC Group continues to promote the efficient and sustainable use of water resources, easing water stress across the MENA region and reinforcing long-term operational resilience.

	NMDC Dredging & Marine			NMDC Energy		
	2023	2024	2025*	2023	2024	2025*
Water Consumption (m3)	703,135.3	155,538	503,411	739,566.3	1,006,010	1,095,275
Consumption Intensity (m3 / Employee)	224.4	42.17	136	50.9	60.77**	66
Water withdrawn (m3)	Not available	2,311,389	503,411	Not available	1,006,010	1,095,275

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

Acronym	Definition
FAT	Fatality
FR	Frequency Rate
GCEO	Group Chief Executive Officer
GGBS	Ground Granulated Blast-furnace Slag
GHE	Gifts, Hospitality & Entertainment
GHG	Greenhouse Gas
GJ	Giga Joule
GPT	Generative Pre-trained Transformer
GRI	Global Reporting Initiative
HPT	High-Profile Tour
HSE	Health, Safety, and Environment
HSEMS	Health, Safety, and Environmental Management System
HSMS	Health and Safety Management System
HVAC	Heating, Ventilation, and Air Conditioning
ICAD	Industrial City of Abu Dhabi
ICASF	International Conference on Advancing Sustainable Futures
ICV	In-Country Value
IIRF	International Integrated Reporting Framework
ILO	International Labor Organization
IPLOCA	International Pipe Line & Offshore Contractors Association
ISMS	Information Security Management System
ISO	International Organization for Standardization
IT	Information Technology
IUCN	International Union for Conservation of Nature
KPI	Key Performance Indicators
KSA	Kingdom of Saudi Arabia
KTA	Kilo Tonnes per Annum
LED	Light-Emitting Diodes
LNG	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 Group 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	16	*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	16-27				
	2-3 Reporting period, frequency and contact point	6				
	2-4 Restatements of information	123, 170				
	2-5 External assurance	7				G10, G11.1, I1, I2, I3
	2-6 Activities, value chain and other business relationships	6				
	2-7 Employees	70				S4.1, S4.2, S4.3, S6.1
	2-8 Workers who are not employees	71				S5.1, S5.2
	2-9 Governance structure and composition	46-47				G1.1, G1.2, G2.1, G2.2, G8
	2-10 Nomination and selection of the highest governance body	46-47				
	2-11 Chair of the highest governance body	46-47				
	2-12 Role of the highest governance body in overseeing the management of impacts	46-47				G1, G2, G8
	2-13 Delegation of responsibility for managing impacts	46-47				
	2-14 Role of the highest governance body in sustainability reporting	46-47				
	2-15 Conflicts of interest	50				G4
	2-16 Communication of critical concerns	46-47				
	2-17 Collective knowledge of the highest governance body	46-47				
	2-18 Evaluation of the performance of the highest governance body	46-47				
	2-19 Remuneration policies	51				G1, G2, G8
	2-20 Process to determine remuneration	51				G1, G2, G8
	2-21 Annual total compensation ratio	-		Confidentiality constraints		S1.1, S1.2

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			ADX DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	58				G6
	2-23 Policy commitments	58, 71, 72, 76, 84, 100, 130				G6
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	58, 71, 72, 76, 84, 100, 130				
	2-25 Processes to remediate negative impacts	46-47				S8, G6
	2-26 Mechanisms for seeking advice and raising concerns	46-47				G4
	2-27 Compliance with laws and regulations	46				G7
	2-28 Membership associations	-		Information unavailable/ incomplete		S8
	2-29 Approach to stakeholder engagement	58-59				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	56	*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	57				
GHG Emissions & Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	136, 137				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	139				E4.1, E4.2, E5, E6.1
	302-2 Energy consumption outside of the organization	139				E4.1, E4.2, E5, E6.1
	302-3 Energy intensity	139				E4.1, E4.2, E5, E6.1
	302-4 Reduction of energy consumption	139				E1, E4
	302-5 Reductions in energy requirements of products and services	139				E1, E4

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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	144-149				E7.1, E8
	305-2 Energy indirect (Scope 2) GHG emissions	144-150				E7.2, E8
	305-3 Other indirect (Scope 3) GHG emissions	144-150				E7.3, E8
	305-4 GHG emissions intensity	144-150				E7, E8.1
	305-5 Reduction of GHG emissions	144-150				E1, E4
	305-6 Emissions of ozone-depleting substances (ODS)	142				
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	142				E8.2
Biodiversity & Land-Use						
GRI 3: Material Topics 2021	3-3 Management of material topics	152-161				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	152-161				
	101-2 Management of biodiversity impacts	152-161				
Circularity & Waste Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	162-169				E1.1, E1.2
GRI 301: Materials 2016	301-1 Materials used by weight or volume	162-169				
	301-2 Recycled input materials used	162-169				
	301-3 Reclaimed products and their packaging materials	162-169				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	165-169				
	306-2 Management of significant waste-related impacts	165-169				
	306-3 Waste generated	165-169				E3.1
	306-4 Waste diverted from disposal	165-169				E3.2
	306-5 Waste directed to disposal	165-169				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			ADX DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Opportunities in Clean Technology						
GRI 3: Material Topics 2021	3-3 Management of material topics	66-67				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	66				S12
	201-2 Financial implications and other risks and opportunities due to climate change	66				
	201-3 Defined benefit plan obligations and other retirement plans	66				
	201-4 Financial assistance received from government	66				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	66				
	203-2 Significant indirect economic impacts	66				
Water Stress						
GRI 3: Material Topics 2021	3-3 Management of material topics	170				E1.1, E1.2
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	170				
	303-2 Management of water discharge-related impacts	170				
	303-3 Water withdrawal	170				E2
	303-4 Water discharge	170				
	303-5 Water consumption	170				E2.1, E2.2
Health & Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	98-108				S8.1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	98-108				S9, S10
	403-2 Hazard identification, risk assessment, and incident investigation	98-108				
	403-3 Occupational health services	98-108				
	403-4 Worker participation, consultation, and communication on occupational health and safety	98-108				S9
	403-5 Worker training on occupational health and safety	98-108				S9, S10
	403-6 Promotion of worker health	98-108				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	98-108				S9
	403-8 Workers covered by an occupational health and safety management system	98-108				S9, S10
	403-9 Work-related injuries	102-104				S9.1, S10
	403-10 Work-related ill health	102-104				S10

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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			ADX DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Community Welfare						
GRI 3: Material Topics 2021	3-3 Management of material topics	112-114				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	112-114				
	203-2 Significant indirect economic impacts	112-114				S12
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	112-114				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	112-114				S8, S13
	413-2 Operations with significant actual and potential negative impacts on local communities	112-114				
Human Capital Management & Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	70-97				S10.1, S11.1
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	66				
	202-2 Proportion of senior management hired from the local community	66				S6.1, S7
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	72-74				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	72-74				
	401-3 Parental leave	94-97				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

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			ADX DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Quality Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	115-117				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	115, 117				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	115, 117				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	115, 117				
	417-2 Incidents of non-compliance concerning product and service information and labeling	115, 117				
	417-3 Incidents of non-compliance concerning marketing communications	115, 117				
Corporate Behavior and Governance						
GRI 3: Material Topics 2021	3-3 Management of material topics	46-53				G4.1, G4.2
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	46-53				
	205-2 Communication and training about anti-corruption policies and procedures	46-53				G4.1, G4.2
	205-3 Confirmed incidents of corruption and actions taken	46-53				G4.1, G4.2
GRI 207: Tax 2019	207-1 Approach to tax	66				
	207-2 Tax governance, control, and risk management	66				
	207-3 Stakeholder engagement and management of concerns related to tax	66				
	207-4 Country-by-country reporting	66				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	130				G4.1, G4.2, G5.1, G5.2

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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			ADX DISCLOSURE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Supply Chain Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	117-123				S11.2, G3.1, G3.2
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	117-123				G4
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	120				G3, G4, S11, S12
	308-2 Negative environmental impacts in the supply chain and actions taken	120				G3, G4, S11, S12
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	120				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	117-123				S10.1, S10.2
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	120				
	414-2 Negative social impacts in the supply chain and actions taken	120				

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	136-140
	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	136-170
	E1.3) Does your company use a recognised energy management system? Yes/No		Our Natural Capital: GHG Emissions & Energy	136-140
E2. Water Usage	E2.1) Total amount of water consumed	GRI, GCC ESG Metrics, UN SDG 6	Our Natural Capital: Water Stress	170
	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	162-169
	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	136-140
	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	136-140
E6. Energy Mix	E6.1) Percentage: Energy usage by generation type	GRI, GCC ESG Metrics, UN SDG 12	Our Natural Capital: GHG Emissions & Energy	136-140
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	136-140
	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	136-140
	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	136-140
	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	136-140
	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?	IFRS S-2, UN SDG 13	Our Natural Capital: GHG Emissions & Energy	136-140
	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?			
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	GRI, GCC ESG Metrics, UN SDG 10	Corporate Governance Report 2025 Audited Financial Statement	-
	S1.2) Does your company report this metric in regulatory filings? Yes/No			
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	87
S3. Employee Turnover	S3.1) Percentage: Year-overyear change for full-time employees	GRI, GCC ESG Metrics	Our Human Capital: Human Capital Management & Development	75
	S3.2) Percentage: Year-overyear change for part-time employees			
	S3.3) Percentage: Year-overyear change for contractors/consultants			

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	84-87
	S4.2) Percentage: Entry- and mid-level positions held by men and women			
	S4.3) Percentage: Seniorand 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	71
	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	87, 91
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	70
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	100
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	102, 103
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	-
	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	120
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	71
	S11.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No		Our Social & Relationship Capital Supply Chain Management	71
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	113
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	46, 47
	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 G2.2) Percentage: Committee chairs occupied by men and women	GRI, GCC ESG Metrics,	Our Path to Value Creation: Corporate Behaviour and Governance	46
G3. Supplier Code of Conduct	G3.1) Are your vendors or suppliers required to follow a Code of Conduct? Yes/No G3.2) If yes, what percentage of your suppliers have formally certified their compliance with the code	GRI, GCC ESG Metrics, UN SDG 12	Our Social & Relationship Capital Supply Chain Management	120
G4. Ethics and Prevention of Corruption	G4.1) Does your company follow an Ethics and/or Prevention of Corruption policy? Yes/No G4.2) If yes, what percentage of your workforce has formally certified its compliance with the policy	GRI, GCC ESG Metrics, UN SDG 16	Our Path to Value Creation: Corporate Behaviour and Governance	50
G5. Data Privacy	G5.1) Does your company follow a Data Privacy policy? Yes/No G5.2) Has your company taken steps to comply with GDPR rules? Yes/No	GRI, GCC ESG Metrics	Our Path to Value Creation: Corporate Behaviour and Governance	130
G6. Sustainability Strategy	G6.1) Describe the sustainability-related risks and opportunities that could reasonably be expected to affect your organisation's prospects. 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)?	IFRS S-1	Sustainability Across Our Capitals: Sustainability Approach	42-45

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: Sustainability Approach	45
	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: Sustainability Approach	56
	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: Sustainability Approach	
G10. Disclosure Practices	G10.1) Does your company publish a sustainability report? Yes/No		About this report: What to Expect from 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: What to Expect from this Report	Yes
I2. ESG Ratings	I2.1) Has your company received an ESG rating (solicited or unsolicited)? Yes/No I2.2) If yes, provide the latest overall ESG score."	MSCI, ESG Invest, Sustainalytics, S&P, etc	Key Group Highlights: Sustainability Highlights	Yes
I3. Stakeholder Engagement	I3.1) Does your company engage with stakeholders on ESG/sustainability topics? Yes/No I3.2) If yes, report on frequency and effectiveness of engagement.	GRI, IFRS S-1, UNGC	Sustainability Across Our Capitals: Sustainability Approach	Yes

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