

# Energy in Motion

Sustainability Report 2025



العَمَانِيَّة لِلْغَازِ الطَّبِيعِيِّ الْمَسَالِكِ

Oman LNG



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# About this Report

Oman LNG’s fourth sustainability report demonstrates our enduring dedication to sustainable practices and development, aligning our efforts with internal objectives as well as national and international priorities. The report presents a thorough overview of Oman LNG’s sustainability journey, emphasizing the proactive steps taken in 2025 to address social and environmental impacts while maintaining strong standards of governance. It also highlights how sustainability has been integrated into our operations, enabling us to effectively manage our key topics that are crucial to both business success and the interests of valued stakeholders.



## Reporting Period

The reporting period for this Sustainability Report spans from January 1, 2025, to December 31, 2025, and includes non-financial disclosures covering our sustainability performance, key initiatives, and related projects.

## Scope and Boundary

This report includes data and disclosures limited to assets and operations under Oman LNG’s direct management, unless exceptions are explicitly mentioned. The boundary of reporting incorporates Oman LNG, Qalhat LNG, and the Oman LNG Development Foundation (ODF). For ease of reading, the terms “we,” “us,” “our,” or “Oman LNG” are used throughout to represent these entities together, unless clarified otherwise.

## Reporting Frameworks

This report has been prepared in accordance with the Global Reporting Initiative (GRI) 2021 Sustainability Reporting Standards and adheres to the Greenhouse Gas (GHG) Protocol, ensuring accuracy, transparency, and consistency in emissions data reporting. Furthermore, it demonstrates our ongoing commitment to align with national priorities, including the Oman Investment Authority (OIA) guidelines and Oman Vision 2040, as well as to global frameworks such as the United Nations Sustainable Development Goals (UN SDGs). Through this comprehensive alignment, we underscore our dedication to responsible business practices and sustainable development.

## Internal Controls and Data Validation

This report reflects Oman LNG’s voluntary effort to maintain transparency and accountability in communicating our sustainability results. The data and information included, though not externally assured, are drawn from the most current figures and have undergone thorough internal review and validation by Oman LNG’s Environment, Social and Governance (ESG) team and subject matter experts.

Minor variances may be observed due to the rounding of figures. In certain cases, specific information may be omitted if deemed proprietary, commercially sensitive, or protected by applicable laws and regulations. In addition, all monetary values referenced in this report are expressed in United States (U.S.) dollars.

## Feedback

We encourage our stakeholders to share feedback, which we consider essential to refining our sustainability performance and reporting. For suggestions, questions, or remarks about this report or our wider initiatives, kindly contact us through the following channels.

✉ [sustainability@omanlng.co.om](mailto:sustainability@omanlng.co.om)

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🌐 Oman LNG

in Oman LNG L.L.C.

[2024 Sustainability Report link](#)





## Saud Al Shukaily

Chairman of the Board, Oman LNG

On behalf of the Board of Directors, I extend my sincere appreciation to our employees, shareholders, partners, and stakeholders for their continued trust and dedication. Together, we will build upon our 25-year legacy and shape a future defined not only by energy leadership, but by responsible stewardship and lasting national contribution.

# Message from our Chairman

## Sustainability Alignment with National and International Aspirations

Our sustainability journey is firmly anchored in the national development priorities of the Sultanate of Oman. Guided by Oman Vision 2040, the country has embarked on an ambitious pathway focused on sustainable development, economic diversification, and responsible stewardship of natural resources. These priorities provide a clear framework for Oman LNG's role as a strategic national partner and global energy company. In alignment with these ambitions, we further aligned our sustainability agenda with key national and international frameworks, including the requirements of the Oman Investment Authority (OIA) and the United Nations Sustainable Development Goals (UN SDGs).

To translate this alignment into consistent action, we continued to advance and operationalise our Sustainability Framework. The framework serves as a structured foundation for integrating sustainable practices across all dimensions of the business.

Building on this foundation, sustainability remains firmly embedded within Oman LNG's governance architecture. Oversight of sustainability-related matters continues at the Board of Directors level, reinforcing the principle that ESG considerations are integral to corporate performance, enterprise risk management, and long-term value creation.

## Partnerships that Enable Progress

Oman LNG recognises that delivering meaningful and durable sustainability outcomes requires collaboration beyond organisational boundaries. In 2025, we strengthened partnerships with research institutions, industry platforms, and community organisations. This included active participation as a member of the United Nations Environment Programme (UNEP) taskforce on methane management and continued engagement with the Renewable Energy Laboratory to advance research in energy efficiency and sustainability.

Oman LNG also maintained a strong presence across leading national and regional platforms including Oman Sustainability Week 2025, the Oman Petroleum & Energy Show 2025, and the Global Human Resources Excellence Energy Summit. These platforms enable to engage with peers, regulators and communities on sustainability anchored within the context of safe, reliable and value added business model.

## Innovation and Digitalisation for Long-Term Resilience

In an era defined by technological acceleration, Oman LNG continued to advance innovation and digitalisation to enhance resilience and competitiveness. Digital Information and Cybersecurity Week strengthened cyber awareness and reinforced organisational resilience. The expanded deployment of Robotic Process Automation improved efficiency and accuracy, while 3D printing technologies enhanced maintenance responsiveness, supply chain efficiency and reduced downtime.

## National Impact and Local Content

As a responsible corporate citizen, Oman LNG remains determined to generate measurable economic and social value within the Sultanate. By championing our In-Country Value (ICV) programme, we actively promote local procurement, SME participation, and sustainable supply chain development. Equally, we are deeply invested in nurturing Omani talent, leveraging a multicultural workforce while fostering knowledge transfer across our workforce for Omanis to take leading positions at their fullest potential.

## Looking Ahead: Discipline and Opportunity

As we look toward 2026 and beyond, we remain focused on disciplined execution. The path ahead demands agility, innovation, and steadfast adherence to our values. Yet it also presents opportunities to strengthen our competitive position, enhance our environmental performance, and deepen our contribution to national development.



**Hamed Al Naamany**

Chief Executive Officer, Oman LNG

With a deep sense of responsibility, I am honoured to present Oman LNG's 2025 Sustainability Report, highlighting our progress in shaping a resilient, inclusive, and sustainable future for generations to come. Prepared in accordance with the Global Reporting Initiative (GRI) 2021 Standards, the report provides a comprehensive account of our sustainability performance, key achievements, and strategic priorities throughout the year.

Guided by our Sustainability Framework, Oman LNG advanced its sustainability agenda across four strategic pillars, each reinforcing our role as a reliable energy partner and responsible national contributor.

# Message from our CEO

## Drive Operational Excellence

Our commitment to operational excellence ensures safe, reliable, and efficient operations, enabling us to consistently meet our contractual obligations while creating long-term value.

Health and safety remain at the core of our culture, supported by strict protocols and a vigilant workforce—resulting in zero fatalities and zero high-potential incidents during 2025. Our resilient and ethically managed supply chain underwent over 380 environmental and social performance assessments, with no significant impacts identified. We also strengthened digital resilience, earning the 'Cybersecurity Leader of the Year' award at the 2nd Annual Oman Cybersecurity and Cloud Conference 2025.

## Minimise Environmental Impacts

While LNG supports the global transition to a lower-carbon energy system, environmental responsibility begins with reducing our own operational impacts. Guided by Oman's Net Zero 2050 vision, we implemented targeted emission-reduction initiatives, achieving a 7% reduction in Scope 1 GHG emissions. Energy and GHG indicators were embedded into the corporate scorecard with a 10% performance weightage.

We also continued to strengthen environmental stewardship through improved waste management, achieving a 33% increase in recycled hazardous waste, and maintaining zero high-potential environmental incidents and zero Tier-1 leaks. Looking ahead, future structural upgrades—including capacity enhancements and power import projects—will further embed emissions reduction into the plant's long-term operating model.

## Put People First

Attracting, retaining, and empowering top talent remains central to Oman LNG's long-term success. By offering a supportive, growth-oriented, and inclusive work environment, we position ourselves as an employer of choice within the energy sector. Our commitment is reflected in competitive development opportunities, including the launch of the Employee Assistance Programme (EAP).

We continued advancing gender diversity with our female employees contributing across technical, operational, and leadership roles. Organisational culture transformation remains a priority, further reinforced through the Colourful Carpet

Initiative, which continues to shape leadership behaviours, accountability, and a high-performance culture.

## Create Shared Value

Shared value at Oman LNG ensures that the benefits of our operations extend to people, businesses, and communities across the Sultanate. Omanisation remains above 95%, supporting long-term employment and skills transfer. Our ICV programme strengthens local supply chains and expands opportunities for Omani businesses.

At the community level, our social investment initiatives are proudly spearheaded by the Oman LNG Development Foundation (ODF). Marking a decade of transformative giving, ODF continues to be a catalyst for national development. In 2025 alone, 212 initiatives were submitted under the Social Investment Programme (SIP), with 152 strategically approved and USD 10.2 million allocated to CSR initiatives in priority sectors including education and healthcare. We are also proud to have structured ODF in becoming a resilient and self-sustaining foundation that would continue to touch lives positively across all corners of the Sultanate.

Our commitment to strengthening local value creation continued to deliver meaningful impact across our operations. In 2025, 87% of our supply chain expenditure was directed to locally registered companies, reinforcing our support for domestic suppliers and local economic development.

We further advanced national capabilities through an investment of nearly two million dollars in research and development initiatives carried out in collaboration with local universities. This reflects our sustained role in supporting economic growth and building resilient local supply chains.

## Looking into 2026

Our progress in 2025 marks another key step in our journey toward creating lasting value for our people, communities, and environment. We remain committed to supporting Oman Vision 2040 and advancing a sustainable, resilient, and inclusive future for the Sultanate of Oman.

We invite you to join us on this journey towards a sustainable future.

# Awards and Recognitions



## Awards for Best Practices

### Oman Petroleum and Energy Conference 2025 Awards Ceremony

Recognised for commitment to pioneering solutions that drive energy efficiency and environmental sustainability

May 2025

### Ministry of Culture, Sport, and Youth

Sport Excellence Awards

April 2025

### Oman Sustainability Week

Silver Award in ESG Category

May 2025

Best Sustainable Stand

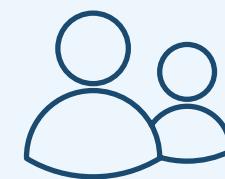
May 2025

### Oman Energy Association (OPAL)

Award for Best Practices – Zero DROPS Prevention Journey  
January 2025

Award for Best Practices - Business Partners Omani HSE Advisors Upskilling Programme  
January 2025

Award for Best Practices - Sustainable Lab Innovation through Automation & Data Excellence  
January 2025



## Membership and Associations

Member of Oman Energy Association (OPAL)

Member of the International Gas Union (IGU)

Member of the United Nations Environment Programme (UNEP) Oil and Gas Methane Partnership 2.0 (OGMP 2.0)



## Certifications

**ISO 9001: 2015**  
Quality Management Systems

**ISO 14001: 2015**  
Environmental Management System

**ISO 17025: 2017**  
Testing and calibration laboratories

**ISO 41001: 2018**  
Facility Management - Management Systems

**ISO 45001: 2018**  
Occupational Health and Safety Management Systems

**ISO 14064-1: 2018**  
Greenhouse Gases - Quantification and reporting of greenhouse gas emissions for organisations

**ISO 27001: 2022**  
Information Security, Cybersecurity and Privacy Protection - Information Management Systems

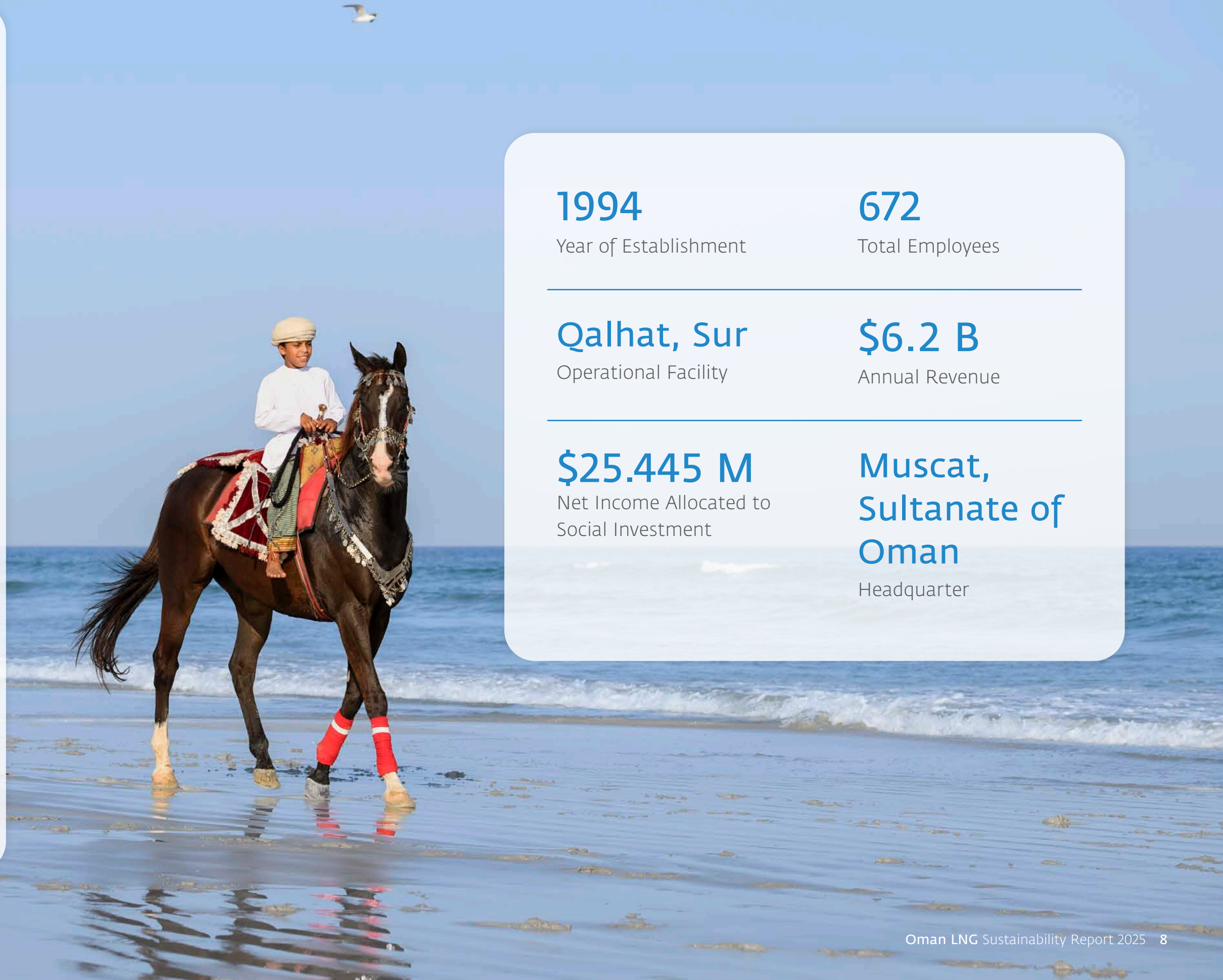
# Oman LNG

## Essential Overview

Established in 1994 through a Royal Decree by the late His Majesty Sultan Qaboos bin Said, Oman LNG functions as a joint venture governed by the laws of the Sultanate of Oman.

Oman LNG continues to play a vital role in the nation's energy landscape, recognised internationally for its strong capabilities in delivering clean and efficient liquefied natural gas to global markets. Guided by Oman Vision 2040, we align our growth with the country's economic diversification goals while addressing the world's pressing energy transition needs. Our approach is rooted in responsible operations, prioritising safety, efficiency, and reliability, while creating long-term sustainable value for our customers, partners, and local communities. Central to this approach is our commitment to advancing sustainable production practices by optimising energy use, lowering emissions and adopting innovative technologies to reduce our environmental impacts.

Our Qalhat plant, near Sur, with a production capacity of over 11.46 million tonnes of LNG annually, supplies LNG to key Asian and European markets as a lower-carbon energy option that supports their decarbonisation pathways in industry, transport and technology-driven sectors. By combining world-class operational capabilities with forward-looking sustainable development, Oman LNG is shaping the future of energy, delivering cleaner energy pathways today, while enabling the global shift towards a Net Zero future.



**1994**

Year of Establishment

**672**

Total Employees

**Qalhat, Sur**

Operational Facility

**\$6.2 B**

Annual Revenue

**\$25.445 M**

Net Income Allocated to Social Investment

**Muscat, Sultanate of Oman**

Headquarter

# Our Guiding Framework



## Vision

The best at what we do



## Mission

To produce, market, and deliver LNG safely, reliably, and profitably

To develop our business and employees to their full potential

To be a trusted partner in the sustainable development of Oman and its people



## Core Values

### Individuals

- Integrity
- Professionalism
- Accountability

### Organisation

- Teamwork
- Care & Respect
- Empowering

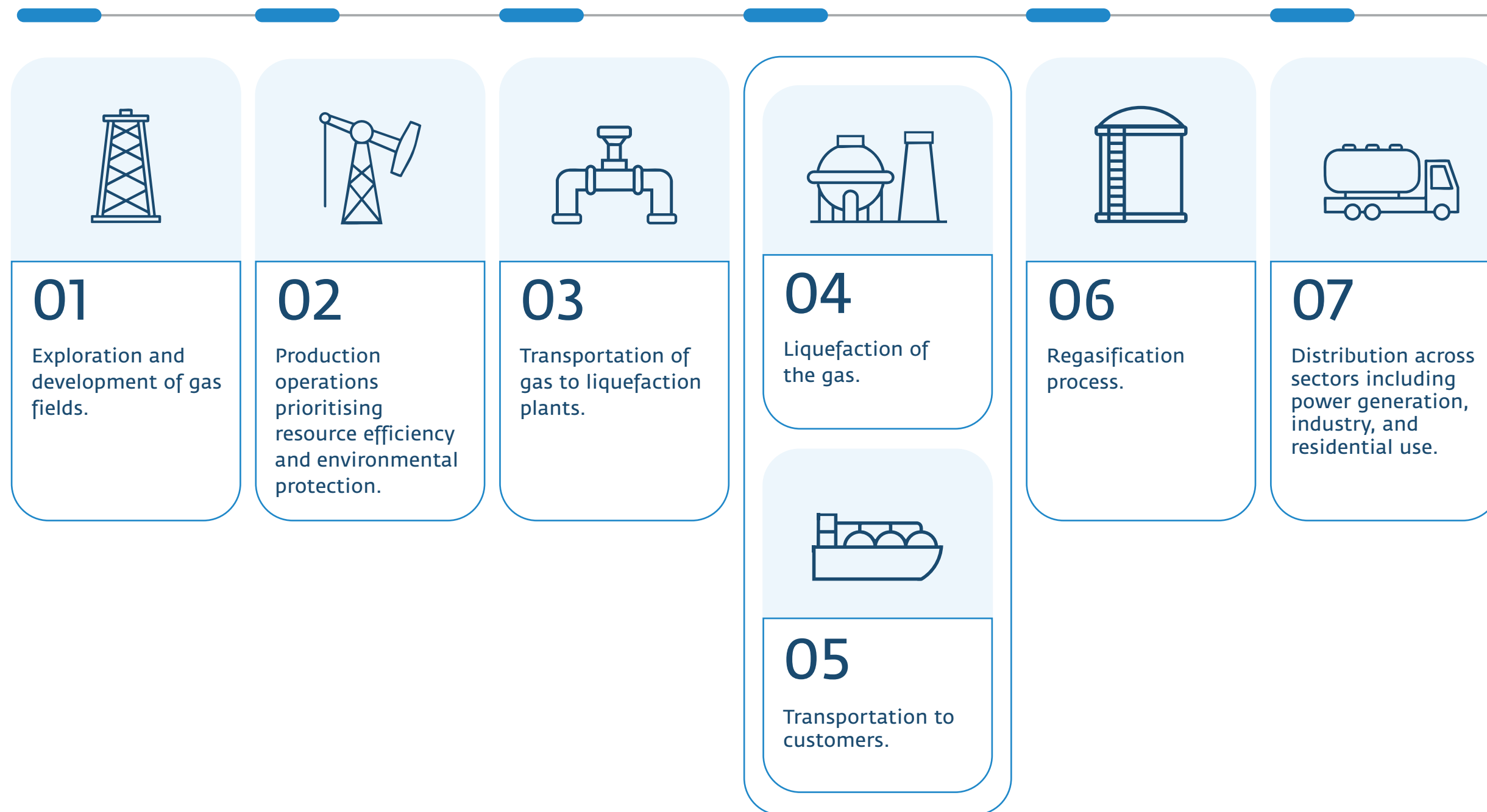
### Business

- Transparency & Fairness
- Reputation & Loyalty

# How We Operate

From resource development to global delivery, our value chain focuses on safety, efficiency, and responsibility, ensuring that natural gas is delivered with these principles at its core.

## Our value chain consists of operational steps<sup>1</sup>



## A Quarter Century of Excellence

In 2025, we proudly celebrated 25 years of delivering LNG to markets around the world at competitive prices. This remarkable milestone symbolised the beginning of a journey defined by strong partnerships and continuous progress. Over the years, we have remained dedicated to supporting sustainable development, the national economy, and advancing diverse social responsibility initiatives, from empowering individuals with disabilities to improving road safety and protecting biodiversity and marine heritage, all in pursuit of a prosperous and sustainable society.

Looking ahead, we embrace future opportunities with confidence, as our operating licence has been extended for another 10 years. This renewal reinforces our unwavering commitment to strengthening the Omani economy and deepening our partnerships with all stakeholders and the wider community.

<sup>1</sup> For further details on our operations, please refer to our [Sustainability Report 2024](#).

# 02 Governance Driving Integrity and Excellence

Our Board

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Instilling Effective Governance

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At Oman LNG, we believe that strong governance is key to building a culture of trust, transparency, honesty, and ethical conduct. We focus on continually enhancing our governance processes to protect stakeholder interests and support sound decision-making. This proactive approach strengthens our resilience, fosters trust, and underpins the sustainable performance of our organisation over time.

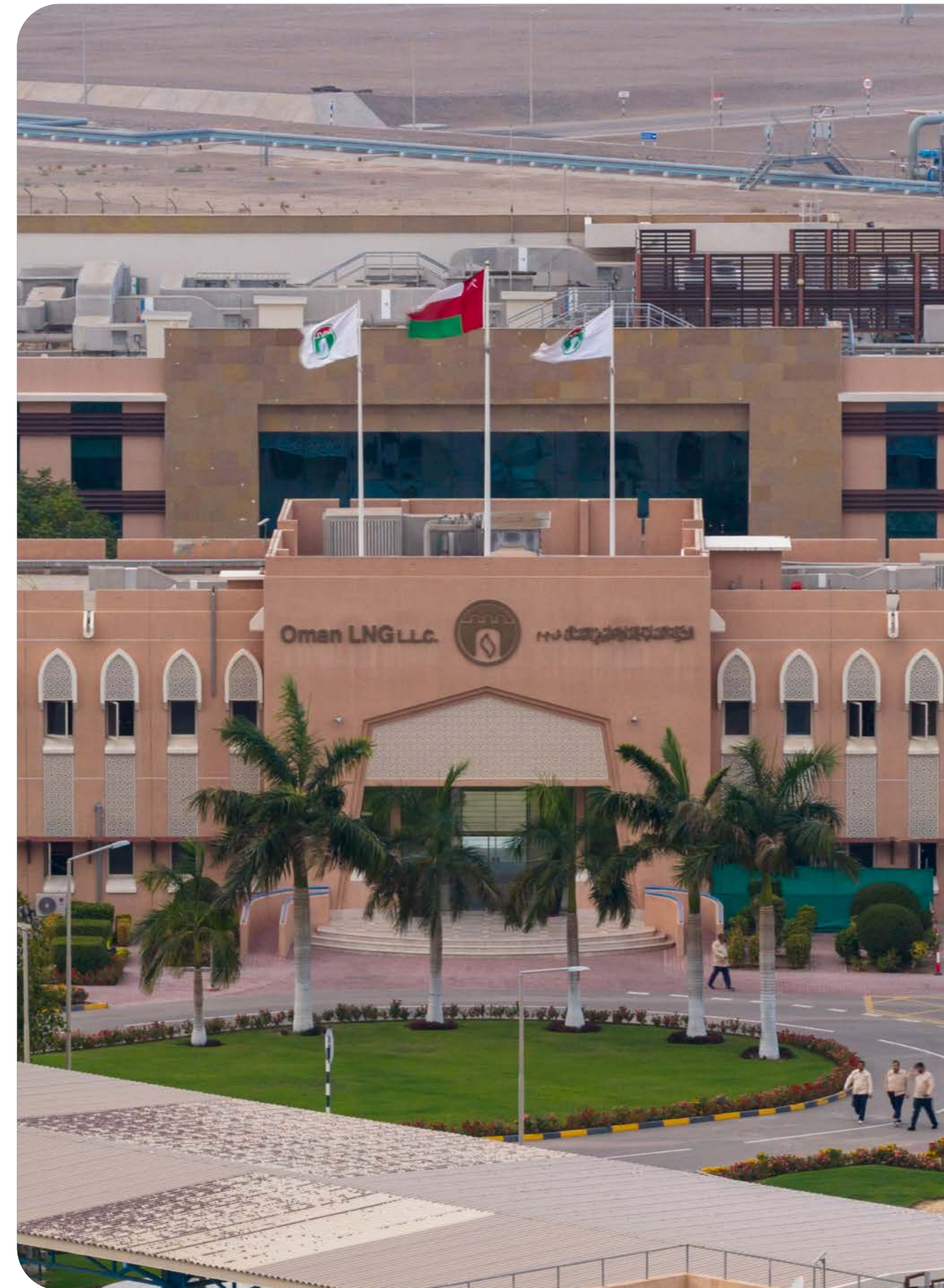
## Our Board

The Board of Directors serves as the highest governance body, responsible for steering the strategic direction and sustained success of Oman LNG. Comprising 13 distinguished non-executive members drawn from OIA, Shell, and other key shareholders, the Board embodies a wealth of industry-leading expertise in the oil and gas sector. Remarkably, women represent about 23% of the Board, underscoring our unwavering commitment to diversity, equity, and inclusive leadership. The balanced representation significantly strengthens our Board's capacity to deliver robust oversight, informed decision-making, and visionary leadership that drives operational excellence and the achievement of long-term strategic objectives.

Our board framework includes clear expectations shared with every new board member, while the shareholders' agreement serves as the primary confidential guideline. The Board

composition is transparently disclosed and regularly updated on our website.

In 2025, Oman LNG's Board<sup>1</sup> convened on five occasions to address critical business challenges and opportunities. The Board maintains proactive oversight of all sustainability matters, supported by regular engagement with the management team and steering committees. Each committee focuses on specific dimensions of our environmental, social, economic and governance performance. This ensures that decisions are informed by a comprehensive understanding of the company's impacts and responsibilities towards key sustainability priorities such as our decarbonisation pathways, community investments, and other sustainability initiatives. Notably, sustainability is a standing agenda item at every Board meeting, ensuring continuous review of progress and accountability in advancing Oman LNG's sustainability commitments.



<sup>1</sup> For further details on our board, please refer to our [Sustainability Report 2024](#).

## Our Board Members



**Mr. Saud Al Shukaily**

Oman Investment Authority



**Ms. Samra Al Harthi**

Oman Investment Authority



**Mr. Ali Al Janabi**

Shell Gas B.V.



**Mr. Yoshitaka Hirabayashi**

Mitsui & Co. Ltd.



**Dr. Alexander Orman**

Shell Gas B.V.



**Dr. Saleh Al Anbouri**

Oman Investment Authority



**Mr. Aown Al Bahrani**

Oman Investment Authority



**Mr. Sungpyo Wi**

Korea LNG Ltd.



**Ms. Maria Ribeiro**

PTTEP Oman E&P Corporation



**Mr. Ismail Al Harthi**

Oman Investment Authority



**Mr. Fares El Khazen**

TotalEnergies EP Oman S.A.S



**Mr. Shigeki Terada**

Mitsubishi Corp.



**Ms. Akiko Tanaka**

Itochu

### Oman LNG Board: Gender Diversity and Independence

Category	Members
Male	10
Female	3
Independent	2
Non-Independent	11

## Instilling Effective Governance

Oman LNG's governance framework is further strengthened by a number of specialised internal committees that actively support both governance and sustainability objectives. These committees collaborate closely with the Board of Directors by reviewing and endorsing management recommendations before they are presented for final Board approval. While they do not hold independent decision-making authority, their guidance plays a critical role in ensuring thorough, balanced, and well-informed decisions are made.

### The key committees include:

Committees	No. of members
Technical Committee	8
Joint Shareholder Committee	17
Audit Committee	6
Investment Committee	10
Human Resource Committee	9

## Governing Sustainable Development

At Oman LNG, sustainability forms a core part of our business strategy and operations. Our multi-tiered governance framework ensures sustainability is woven into strategic planning, day-to-day operations, and performance monitoring. The Board works closely with management committees to review progress, while specialised working groups oversee the practical execution of sustainability initiatives, delivering measurable results toward our long-term objectives.

Key committees<sup>2</sup>, including the Technical Committee, the Health and Safety Committees, and the Audit Committee, work collaboratively to advance Oman LNG's sustainability objectives. They enhance accountability, ensure regulatory compliance, and align performance with stakeholder expectations. This integrated governance approach reflects Oman LNG's firm commitment to delivering sustainable value across all areas of our business.

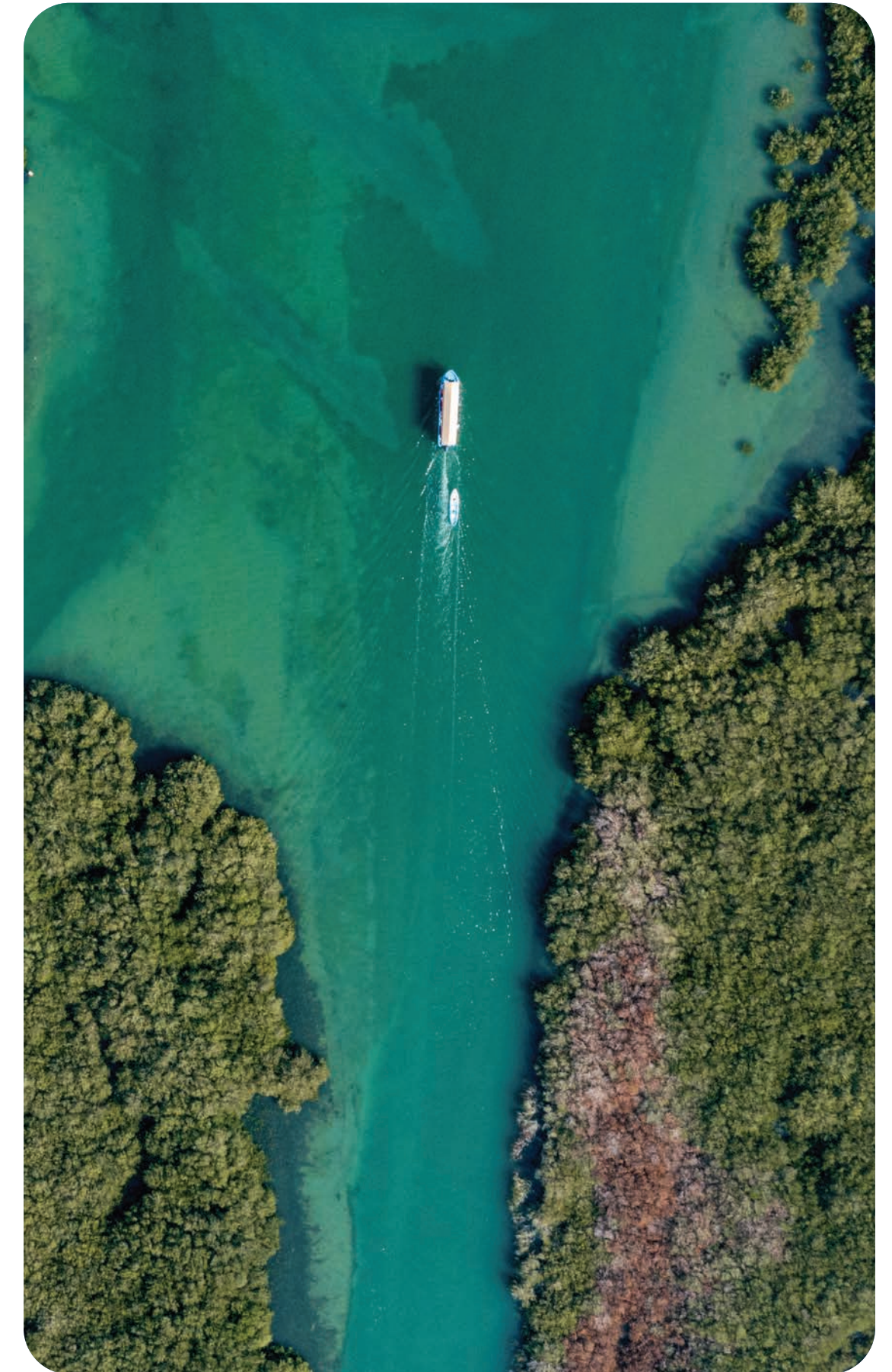


## Sustaining Compliance with Regulatory Standards

Ensuring compliance with regulatory requirements is a fundamental pillar of our corporate governance and is critical to sustaining our operational legitimacy. We are dedicated to adhering to the highest standards of legal and regulatory compliance across all functions within our organisation, including health, safety, environment, financial reporting, and operational integrity.

Our strategy is forward-thinking and preventative, focusing not only on meeting current regulatory mandates but also on anticipating and adapting to evolving national and global standards. Through rigorous audits, ongoing compliance assessments, and comprehensive employee training, we cultivate a strong culture of accountability and transparency. In addition, we collaborate closely with regulatory authorities and industry partners to stay aligned with best practices and evolving regulatory trends, ensuring our operations remain responsible and resilient. Oman LNG undertook a strategy refresh, supported by an external consultant, moving beyond the usual annual update. This process combined internal and external assessments with strong stakeholder engagement, culminating in a clearly defined corporate strategy.

We have our Compliance Report showcasing our regulatory achievements, presenting important updates, and recognising areas of improvement. We thereby foster continuous responsibility and progress through the ongoing advancement of our compliance framework.



<sup>2</sup> For further details on the functionality and responsibilities of these committees, please refer to our [Sustainability Report 2024](#).

# Enabling Strategic Risk Management

At Oman LNG, our commitment to sustainability underpins our approach to prioritise risk management, which is central to maintaining a resilient and accountable organisation. We embed comprehensive risk management practices throughout our operations to encourage prudent judgement and informed decision-making at every level, thereby strengthening our capacity to navigate challenges responsibly and sustainably.

Our approach addresses sustainability-related risks by incorporating ESG considerations into our risk assessments, internal audit, and assurance activities, enabling a responsive and context-specific evaluation of risks across the organisation. Environmental and health and safety risks are assessed through HSSE audits, while governance audits examine ethical and compliance risks, including anti-bribery and anti-corruption measures. Technical audits focus on sustainability-related risks such as asset integrity and resource efficiency, ensuring that all critical areas are monitored and managed effectively.

The Internal Audit manpower strategy has been approved by the Audit Committee and is aligned with the refreshed Audit Universe and the risk-based assurance plan, including ESG-related risks identified during the previous reporting cycle. The strategy is capability-driven and adopts a co-sourcing model when specialised expertise is required (e.g., ESG, sustainability, emerging, or technical risks). A framework contract with a leading international audit firm is being finalised to provide specialist audit support on behalf of Internal Audit. In addition, subject matter experts may be engaged from strategic partners where appropriate, and in accordance with governance and independence requirements. This approach ensures adequate ESG risk coverage while maintaining Internal Audit's independence and oversight.

Based on the governance framework, Audit Universe, and prior

ESG-related risk assessments, the key environmental and social risks identified include:

## Environment Risks

- GHG emissions and energy efficiency risks associated with LNG operations
- Environmental impacts from flaring, venting, and processing upsets
- Waste management risks, including hazardous and non-hazardous waste
- Water usage and discharge compliance risks
- Environmental incidents such as spills, leaks, or contamination
- Compliance with environmental laws, regulations, and permit conditions
- Climate-related transition risks arising from decarbonisation and regulatory expectations

## Social Risks

- Occupational health and safety risks to employees and contractors
- Workforce wellbeing, competency, and fatigue management risks
- Contractor and third-party labour practices and safety standards
- Community and stakeholder engagement and social licence to operate
- Human rights and ethical conduct risks within operations and the supply chain
- Diversity, inclusion, and fair employment practices
- Compliance with labour laws, grievance handling, and whistleblowing mechanisms

Building on our ongoing efforts, we are continuously expanding our sustainability risk focus to encompass a broader spectrum of critical areas. This includes reinforcing our commitments to achieving Net Zero and effectively managing GHG emissions. By broadening our focus, we aim to drive impactful and long-lasting progress on our sustainability journey while addressing emerging risks and opportunities with greater agility.



**Integrity is the bedrock of our resilience. At Oman LNG, we embed accountability into every level of our operations, ensuring that ethical conduct isn't just a policy, but the primary driver of our long-term success.**

**Nisreen Al Khambshi**  
Compliance and Corporate Governance Manager



# Empowering Ethical Operations

Oman LNG’s Code of Conduct<sup>3</sup> embodies our commitment to ethical business practices and long-term value creation. It sets clear expectations for all our stakeholders to act with integrity and in compliance with applicable laws and company policies. Any violations are treated as risks and addressed in line with the Ministry of Labour-approved HR policies.

The Audit Committee oversees ethics and compliance, including the implementation of the whistleblowing policy, ensuring accountability at every level. The Compliance and Corporate Governance Department, led by the Head of Compliance and reporting directly to the CEO, enforces policies, promotes awareness, and coordinates legal compliance across Oman LNG, enabling the company to adapt to evolving regulatory requirements effectively.

Our Whistleblowing Policy<sup>4</sup> provides secure, confidential channels via phone, email, written reports, or direct contact with senior auditors or the Audit Committee Chair. All reports are carefully reviewed and sent to the Board for oversight. Additionally, the Grievance Policy offers a formal avenue for personal or workplace concerns, while business control incidents are reported through departmental managers following established procedures.

In 2025, Oman LNG recorded zero whistleblowing cases. Additionally, the organisation recorded zero incidents of corruption, and as such, there were no cases of employee dismissals or disciplinary action for corruption-related matters. This outcome underscores our commitment to upholding a strong ethical culture and maintaining a robust and effective internal control system.

In 2025, we recorded zero incidents of non-compliance with our Code of Conduct, demonstrating our strong culture of integrity and adherence to ethical standards.

## Building Competence in Ethics and Compliance

Oman LNG is dedicated towards educating all stakeholders on our Code of Conduct through extensive awareness sessions that cover key topics like bribery, corruption, and fair competition. Training is offered both online and in-person to meet diverse operational needs and is scheduled to align with certification renewals. While some on-site roles may have limited participation due to operational demands, we strive to engage as many employees as possible to uphold our core ethical standards.

In 2025, we achieved full 100% participation in our Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) training sessions, reflecting our unwavering dedication to exemplary compliance, transparency, and ethical practices.



Each year, Oman LNG comes up with a focused training theme to deepen understanding on critical issues within the workplace. In 2025, our focus areas included training on the handling of confidential information, raising awareness on conflict of interest, and equipping committee secretaries with best practices in governance and understanding shareholder expectations.

## Oman LNG’s Code of Conduct Training and Awareness Programme

Training Topic	Frequency	Target Group / Context
Bribery, Corruption, Money Laundering and Trade Controls (Sanctions)	Every 2 years	Employees in critical roles identified by internal risk assessment
Recusal and Handling of Insider Information	As required by business	Delivered based on specific business needs
Anti-Trust and Fair Competition	As required by business	Delivered to support strategic initiatives like Beyond 2024
Gifts and Hospitality	Annually (awareness reminders)	All employees (via reminders, screensavers, circulars, etc.)
Conflict of Interest	Annually (mandatory exercise)	All employees
Speaking Up and Whistleblowing	Regular inclusion in awareness efforts	All employees
Harassment in the Workplace	Annually or as needed	All employees (part of Code of Conduct and annual training themes)
Data Privacy	Periodic (based on updates/regulations)	All employees
Annual Compliance Exercise – “Rules and Regulations” Monitoring	Annually	All employees

<sup>3</sup> For further details on Oman LNG’s code of conduct , please refer to the “Maintaining Integrity within our Operations” section of Oman LNG’s [Sustainability Report 2024](#).

<sup>4</sup> For further details on Oman LNG’s Whistleblowing Policy , please refer, [Whistleblowing Policy](#).

# 03 Forward on the Sustainability Path

Strategic Foundations for Long-Term  
Value and Impact 18

Oman LNG's Sustainability  
Framework 19





# Strategic Foundations for Long-Term Value and Impact

Oman LNG views sustainability as a guiding principle that shapes how we operate and create value for our stakeholders. We believe that true progress lies in aligning our business goals with environmental and social responsibility, ensuring that growth is both meaningful and enduring.

Rather than viewing sustainability as a destination, we embrace it as a mindset that drives innovation and continuous improvement. We focus on building strong partnerships and implementing initiatives that support Oman’s energy transition, community development, and long-term competitiveness. By doing so, we aspire to ensure that Oman LNG contributes meaningfully to a more sustainable and equitable future for the Sultanate.

Oman LNG’s long-term success is anchored in a clear, cohesive, and forward-looking strategic agenda that aligns our business ambitions with operational excellence, national development priorities, and a strong commitment to sustainability. This agenda enables us to create value that is not only commercially robust, but also resilient, responsible, and reflective of the expectations of our stakeholders and the nation we are honoured to serve.

At the centre of this agenda is the Oman LNG Strategy which provides a structured, integrated framework that informs how we plan, execute, and evaluate our performance. Our strategy embeds sustainability considerations across its components, ensuring that they are treated as essential drivers of business performance. Elements such as local content development, safety, human capital development, and environmental compliance, are integrated directly into our strategic goals and objectives. Through this approach, Oman LNG ensures that sustainability directly shapes how we operate, make decisions, and set long-term objectives.



## Oman LNG's Sustainability Framework

While our corporate strategy defines the overall strategic direction for Oman LNG, recognising the importance of sustainability in our long-term growth has led us to further embed these principles as part of a comprehensive standalone Sustainability Framework.

Oman LNG's Sustainability Framework has guided our sustainability efforts over the past years and serves as a purposeful foundation for responsible growth. It has been structured to address the most relevant sustainability topics, manage our operational impacts, and align our efforts with both national priorities and international sustainability agendas<sup>1</sup>.

Through consistent application of this framework, we aim to strengthen performance, foster innovation, and deliver long-term value to all our stakeholders. Our ultimate goal is to ensure that our contributions extend beyond business success, supporting collective progress towards sustainable and inclusive development.



### Drive Operational Excellence

Running our business with a focus on excellence in operational and financial performance, reliability, and process safety.



### Put People First

Providing a work environment that prioritises the health and safety of our people while enabling them to develop their full potential.



### Minimise Environmental Impacts

Managing our operations in a way that minimises their environmental and climate impact and those of our value chain.



### Create Shared Value

Contributing to creating positive societal development and driving economic opportunities for all our stakeholders.


<sup>1</sup> For more information on how Oman LNG's sustainability efforts align with Oman Vision 2040 and the UN SDGs, please refer to the 'Aligning with National and International Sustainability Agendas' section in this report.

# Driving Sustainable Outcomes Through Stakeholder Engagement

We place great importance on engaging with stakeholders at every level, recognising the breadth of our influence across national, regional, and global contexts. Guided by our Stakeholder Engagement Plan, we actively seek and value feedback from all stakeholder groups<sup>2</sup> impacted by our operations, including employees, customers, shareholders, and local communities.

We are committed to foster transparent and continuous dialogue that encourages active participation and mutual understanding. This collaborative approach enables us to align our sustainability agenda with the evolving expectations of our stakeholders while strengthening trust and accountability.

By maintaining this open exchange, we ensure that our sustainability efforts are both meaningful and grounded in real-world priorities, creating shared value and reinforcing our contribution to the communities and environments in which we operate.

Stakeholder Group	Means of Engagement	Stakeholder Group Concern(s)	Oman LNG's Approach to Address Stakeholder Concern(s)
Employees	Regular internal communications, performance discussions and open channels that encourage feedback and dialogue	Fair employment practices, opportunities for development, a safe working environment and overall job security	Put People First
			
Non-Profit Organisations and Local Communities	Partnerships, community programmes and ongoing dialogue to support shared sustainability priorities	Community wellbeing, transparent collaboration, responsible environmental practices and meaningful contributions to local development	Create Shared Value
Shareholders and Regulators	Formal annual and sustainability reporting, regular disclosures and structured meetings that provide clarity on performance, compliance and long term strategy	Transparent governance, regulatory compliance, sustainable financial returns and the effective management of risks	
Business Partners	Formal annual and sustainability reporting, regular coordination meetings and open communication to ensure alignment on expectations	Reliable collaboration, clear contractual obligations, ethical conduct, and long term commercial stability	Drive Operational Excellence
Government	Formal consultations, regulatory reporting, and participation in policy discussions to ensure compliance and alignment with national priorities	Regulatory compliance, legal adherence, sustainable operations, and contributions to national development objectives	

<sup>2</sup> For further details on Oman LNG's stakeholder groups and our approach to interacting with our stakeholders' ecosystem, please refer to our [Sustainability Report 2023](#), page: 16.

# Co-Creating Solutions for a Sustainable Future

Recognising that collaboration is a key principle of our stakeholder engagement approach and a catalyst for systemic change, we actively build alliances across industries, academia, research bodies, and government institutions to tackle shared challenges. These collaborations bring together diverse expertise, enabling the development of practical solutions and advancing collective approaches to sustainability management. By exchanging knowledge and perspectives, we strengthen our own practices while contributing to sector-wide strategies that support national ambitions.

The initiatives highlighted in the following pages reflect the partnerships that are shaping our joint efforts in 2025.



## Environmental

### Partnerships and Participations

### 2025 Highlights

Joint research project with German University of Technology in Oman (GUtech)

Focused on the feasibility of transporting green hydrogen through Oman's existing natural gas pipeline network, which supported Oman's clean energy goals and its journey toward net-zero emissions by 2050.

Methanation Initiative

Advanced sustainable energy solutions through methanation, demonstrating Oman LNG's commitment to building a greener and more sustainable energy future for the Sultanate.

Renewable Energy Laboratory

Inaugurated in collaboration with the Ministry of Education at the Scientific Exploration Centre in North Al Sharqiyah Governorate, this laboratory enhanced interactive learning experiences and inspired students to explore scientific and technological innovation.

Partnership agreement with Al Rahma Association

Supported environmental sustainability by funding the installation of solar panels and greywater recycling systems at Al Rahma Association's new headquarters.

Agreement with the Japanese company "Kanadevia Corporation"

Conducted a Pre-Front-End Engineering Design (Pre-FEED) study for a pilot plant and a concept study for a future commercial-scale facility to produce synthetic methane, aligning with Oman's Vision 2040 and the National Green Hydrogen Strategy.

Contract with Ethos Energy

Provided maintenance and technical support for gas turbines, enhancing the efficiency and reliability of LNG production operations and ensuring sustained performance.



## Environmental

### Partnerships and Participations

### 2025 Highlights

Participation at the Oman Petroleum & Energy Show 2025

Highlighted Oman LNG's presence and commitment to energy transition, innovation, and advancing sustainable solutions for a better future.

Recognition at the Oman Petroleum and Energy Conference 2025 Awards Ceremony

Awarded for an innovative project that leverages advanced gas engine technology to achieve significant energy and gas savings while reducing Oman LNG's carbon footprint.

Participation at the 32nd Annual Middle East Petroleum & Gas Conference (MPGC)

Presented in-depth analytical insights on the LNG market landscape and global demand trends, featuring the Market Intelligence and Business Support Manager at Oman LNG.

Participation and panel moderation session at the 2025 World Gas Conference in Beijing

General Manager of Communications and Community Affairs at Oman LNG moderated a panel session at the 2025 World Gas Conference in Beijing, where several papers on best practices in communication were presented. Among them was a presentation by the Head of Sustainable Development at Oman LNG, highlighting the company's efforts in empowering local communities and supporting SMEs through the Oman LNG Development Foundation.

Honouring of a group of Oman LNG employees by OPAL

Under the patronage of H.E. Dr. Mahad bin Said Baowain, Minister of Labour, OPAL honoured a group of Oman LNG employees during a ceremony for technical experts in the energy sector.



## Social

### Partnerships and Participations

### 2025 Highlights

Participation in Global Human Resources Excellence Energy Summit

Highlighted agility, empathy, and resilience as key enablers of effective leadership in a rapidly evolving energy landscape.

Funding and Supporting Oman Pavilion in Expo 2025 in Osaka, Japan

Signed the agreement under the auspices of HH Sayyid Theyazin bin Haitham Al Said, Minister of Culture, Sports and Youth, to showcase national identity and reflect the Sultanate's commitment to enhance its cultural presence globally.

Memorandum of Understanding (MoU) between Oman LNG Development Foundation and the Oman Maritime Sports Committee

Marked a joint commitment to enhance the traditional boat race in Sur through strategic collaboration and continued support.

Signing of LNG Optimisation Agreement with Vitol Asia

Committed to supply 0.8 million metric tonnes per annum of LNG to extend support to the local economy through the delivery of reliable energy from Oman to customers worldwide.



## Governance

### Partnerships and Participations

### 2025 Highlights

Participation in Oman Sustainability Week 2025 and Receiving Silver and Best Sustainable Stand Awards

Shared valuable insights on digital transformation, decarbonisation, cybersecurity, quality, HSE, social responsibility, and ESG governance. The recognitions highlighted Oman LNG's unwavering commitment to sustainability and corporate responsibility.

Signing of Strategic Investment Agreement between the Oman LNG Development Foundation and Asyad Shipping

This collaboration underscored the synergy between key national sectors and contributes to sustainable growth. The partnership has played a crucial role in enabling Oman LNG to expand its reach into global markets, reinforcing its position as a key player in the industry.

Participation in Annual Oman Cybersecurity and Cloud Conference 2025

At the Annual Oman Cybersecurity and Cloud Conference 2025, Information Security Manager at Oman LNG presented on "The Role of Quantum Computing in Enhancing Critical Infrastructure Protection".

## Our ESG Priorities

To ensure that our sustainability approach remains both effective and aligned with our business strategy and stakeholder priorities, we undertook a comprehensive double materiality assessment<sup>3</sup> in 2022 to identify the most significant ESG topics for us. This process included close collaboration with senior leadership and meaningful dialogue with external stakeholders to gather valuable perspectives and define clear sustainability priorities. The insights gained from this assessment were instrumental in shaping our Sustainability Framework, and directing the focus of our annual sustainability reporting.

Building on these insights, we updated the materiality matrix in 2023 to capture changes in the global sustainability landscape, the shifting expectations of our stakeholders, and the increasing attention to regulatory developments, including new areas such as cybersecurity. The updated matrix reflects our current understanding of key ESG matters and ensures that our actions remain relevant and forward-looking.

Following the completion of our recent materiality matrix, our long-term roadmap includes the development of a double materiality assessment to further deepen our impact analysis. This next step will enhance the clarity of our analysis and support more robust and transparent reporting.

<sup>3</sup> For further details on our double materiality assessment conducted in 2022, please refer to our [Sustainability Report 2022](#), page: 11-14.

## Oman LNG's Material Topics



### Environmental

- Climate adaptation & transition
- GHG emissions
- Air emissions
- Biodiversity
- Water & effluents
- Waste



### Social

- Occupational health & safety
- Non-discrimination & equal opportunity
- Employment practices
- Local communities



### Governance

- Economic impact
- Cybersecurity
- Corporate governance
- Sustainable supply chain

# Aligning with National and International Sustainability Agendas

Our operations, accomplishments, and future growth prospects are driven by a commitment to creating enduring value while delivering a positive and lasting impact for our stakeholders, the nation, and the international community. In this regard, we are committed to transparently demonstrating how our strategic objectives align with Oman Vision 2040, while also contributing to the wider global agenda outlined by the UN SDGs<sup>4</sup>.



## Drive Operational Excellence

Material Topic	Alignment with Oman Vision 2040 Pillars and Priorities	Mapping with OIA ESG Pillars
Economic Impact	<p><b>A Competitive Economy</b></p> <ul style="list-style-type: none"> <li>Economic Diversification and Fiscal Sustainability</li> <li>Economic Leadership and Management</li> </ul>	Advocate for Responsible Governance
Sustainable Supply Chain	<p><b>A Competitive Economy</b></p> <ul style="list-style-type: none"> <li>Economic Diversification and Fiscal Sustainability</li> <li>Labour Market and Employment</li> </ul> <p><b>An Environment with Sustainable Components</b></p> <ul style="list-style-type: none"> <li>Environment and Natural Resources</li> </ul> <p><b>A Society of Creative Individuals</b></p> <ul style="list-style-type: none"> <li>Well-being and Social Protection</li> </ul>	
Cybersecurity	<p><b>Responsible State Agencies</b></p> <ul style="list-style-type: none"> <li>Governance of State's Administrative Bodies, Resources, and Projects</li> </ul>	
Occupational Health and Safety	<p><b>A Society of Creative Individuals</b></p> <ul style="list-style-type: none"> <li>Health</li> <li>Well-being and Social Protection</li> </ul>	

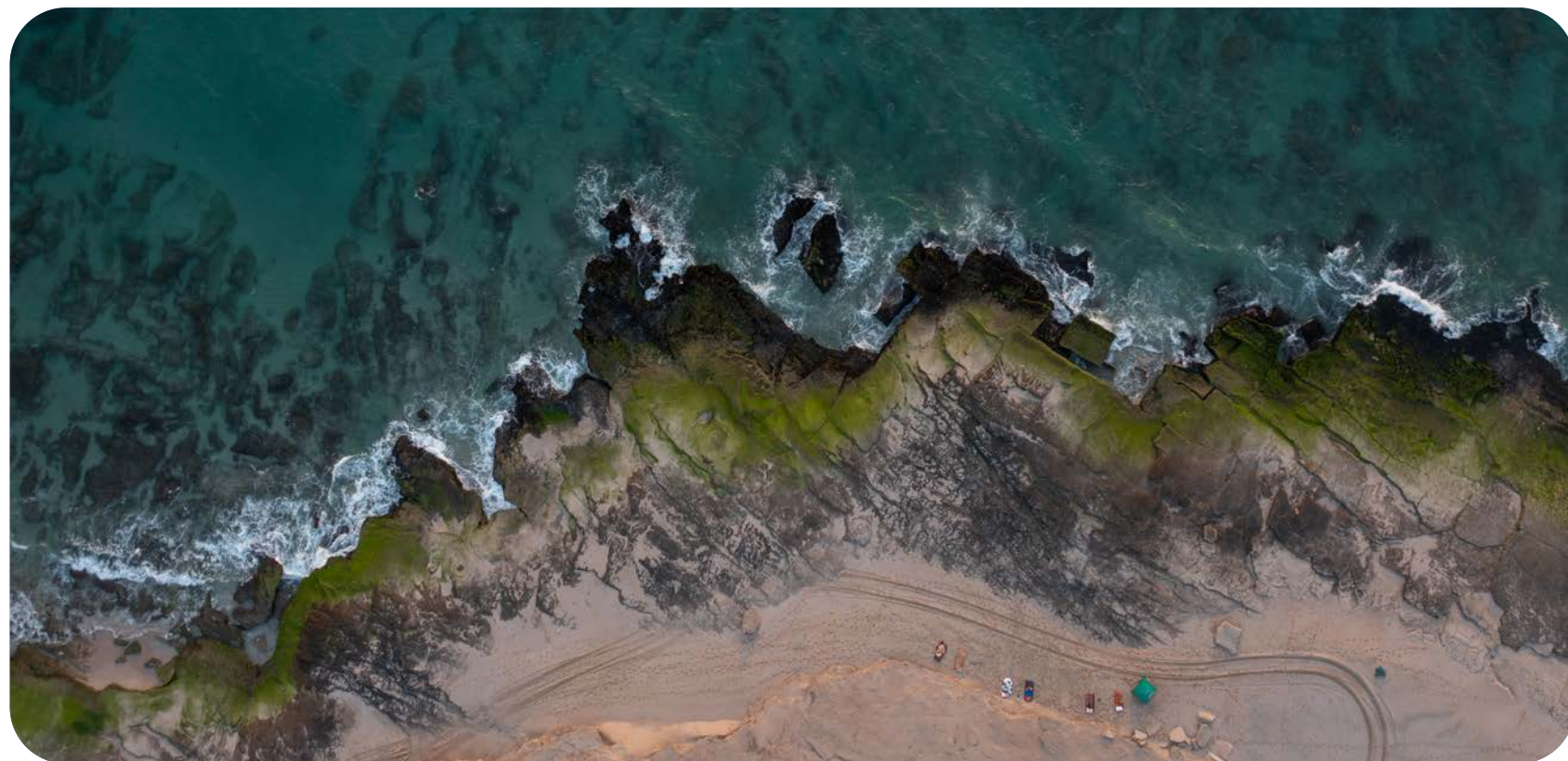


<sup>4</sup> The UN SDGs serve as a global blueprint for peace and prosperity for people and the planet. The 17 goals, measured by 169 targets, provide a global framework to end poverty, tackle inequalities, confront climate change, and promote economic growth. For further details on the UN SDGs, please refer to: [THE 17 GOALS | Sustainable Development](#)



## Minimise Environmental Impacts

Material Topic	Alignment with Oman Vision 2040 Pillars and Priorities	Mapping with OIA ESG Pillars
Climate Adaptation and Transition	<p><b>An Environment with Sustainable Components</b></p> <ul style="list-style-type: none"> <li>Environment and Natural Resources</li> </ul>	Orient Towards a Greener Future
GHG Emissions		
Air Emissions		



## Put People First

Material Topic	Alignment with Oman Vision 2040 Pillars and Priorities	Mapping with OIA ESG Pillars
Employment Practices	<p><b>A Society of Creative Individuals</b></p> <ul style="list-style-type: none"> <li>Education, Learning, Scientific Research and National Capabilities</li> <li>Health</li> <li>Well-being and Social Protection</li> </ul>	Invest in Our People and Society
Non-discrimination and Equal Opportunity		



## Create Shared Value

Material Topic	Alignment with Oman Vision 2040 Pillars and Priorities	Mapping with OIA ESG Pillars
Local Communities	<p><b>A Society of Creative Individuals</b></p> <ul style="list-style-type: none"> <li>Education, Learning, Scientific Research and National Capabilities</li> <li>Health</li> <li>Well-being and Social Protection</li> </ul>	Invest in Our People and Society
Economic Impact		

# 04 Drive Operational Excellence

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# Enhance Operational Proficiency

Oman LNG delivers safe, reliable, and efficient operations, consistently fulfilling our contractual commitments while creating long-term value for stakeholders. Through continuous process improvements, we enhance plant reliability and minimise risks, ensuring sustained operational excellence.

Building on this foundation, Oman LNG remains focused on strengthening economic resilience, safeguarding against market fluctuations, maintaining steady revenue streams, and aligning with national priorities. Our strategy supports Oman Vision 2040 by promoting economic diversification, energy security, and sustainable resource management for national development.

At the heart of our operational excellence is a resilient and ethically managed supply chain that aligns closely with our broader Sustainability Framework and ESG commitments. We actively cultivate transparency, foster enduring partnerships, and prioritise local content development to build sustainable supply chain network that extends beyond our immediate operations. Equally integral to our success is a deeply rooted culture of health and safety, upheld through strict protocols and a vigilant mindset across our workforce and contractors. Continuous training, leadership involvement, and thorough risk assessments underpin our commitment to safeguarding everyone involved in our activities. Complementing these efforts, we embrace advanced digital technologies and innovative practices to enhance operational agility and durability. By leveraging smart tools to monitor equipment, reduce environmental impact, optimise maintenance, and inform decision-making, we strengthen our sustainability goals and maintain the flexibility to respond swiftly to dynamic market and environmental conditions.

## SUSTAINABLE DEVELOPMENT GOALS



- A Competitive Economy
- An Environment with Sustainable Components
- A Society of Creative Individuals

## Material Topics

- Economic Impact
- Sustainable Supply Chain
- Occupational Health and Safety
- Cybersecurity

# Empowering Tomorrow's Potential

As a driving force behind the Sultanate's economic progress, Oman LNG has emerged as a prominent industrial entity committed to national growth and enhancing Oman's presence on the global energy stage. Our foundation rests on operational excellence, visionary strategy, and a commitment to ambitious objectives. In line with the Sultanate's Vision 2040, we proactively navigate market changes, ensuring enduring value for stakeholders and reinforcing Oman's international competitiveness.

## 2025 Highlight

**11.47 MT** shipped by Oman LNG



## Elevating Production Standards

Oman LNG's efficient processes and responsive systems guarantee continuous production and reliable delivery. To sustain our commitment to excellence, we rigorously implement our Business Continuity Plan and conduct yearly crisis simulation drills. These exercises cover a broad spectrum of potential incidents from natural hazards to human-related emergencies ensuring our team is prepared to respond promptly and effectively in any circumstance.

In 2025, the decline in LNG production was due to planned turnarounds on 2 LNG trains that were successfully completed and enabling to boost availability and efficiency.

### LNG Production (Million Tonnes)

2023	11.5
2024	11.98
2025	11.47



**We define operational excellence through the dual lens of efficiency and responsibility. By integrating advanced process optimisation with a culture of innovation, we deliver world-class energy solutions that meet the demands of a changing global landscape.**

**Ahmed Al Wardi**  
Acting Chief Operating Officer



## Creating Economic Fortitude

In 2025, Oman LNG showcased remarkable financial resilience, achieving revenue of USD 6,249 million. This strong performance underscores our strategic focus on operational efficiency, portfolio diversification, and disciplined cost management, positioning us for sustained growth amid evolving market dynamics.

### Direct economic value generated and distributed

#### Economic Performance (Million USD)<sup>1</sup>

2023	7,224
2024	7,482
2025	6,249

<sup>1</sup> The figures in this table represent the consolidated performance of Oman LNG and Qalhat LNG.

# Procurement Practices

Our suppliers are essential partners in our journey towards sustainable development, and we are dedicated to cultivating a supply chain that upholds sustainability and embraces circular economy principles in various aspects of our operations. In line with this commitment, Oman LNG continuously strives to adopt and advance responsible sourcing practices, creating enduring value that benefits our stakeholders, supports environmental stewardship, and contributes to the broader prosperity of the Sultanate.

Oman LNG is committed to the highest standards of integrity, transparency, and accountability in supplier relationships, overseen by our Supply Chain Department<sup>2</sup>. Our Code of Conduct governs the behaviour of employees and partners, emphasising human rights, health & safety, environmental compliance, and full legal adherence to ensure alignment with our core values. We require our suppliers to develop comprehensive Health, Safety, and Environment (HSE) plans covering all aspects of HSE. In addition, suppliers must comply with Oman LNG's HSE procedures and adhere to robust quality management and control standards, with our expectations clearly outlined in master service agreements and contracts. When suppliers fail to meet these standards, we engage collaboratively to resolve issues and ensure compliance, reserving the right to reevaluate partnerships to uphold our commitment to ethical and responsible business conduct. To reinforce operational integrity, business partners are provided with multiple channels, including a Whistleblowing hotline and grievance mechanisms, to confidentially raise concerns or report potential breaches of our Code of Conduct.

## 2025 Highlights

### Zero

suppliers identified as having significant actual or potential negative environmental or social impacts

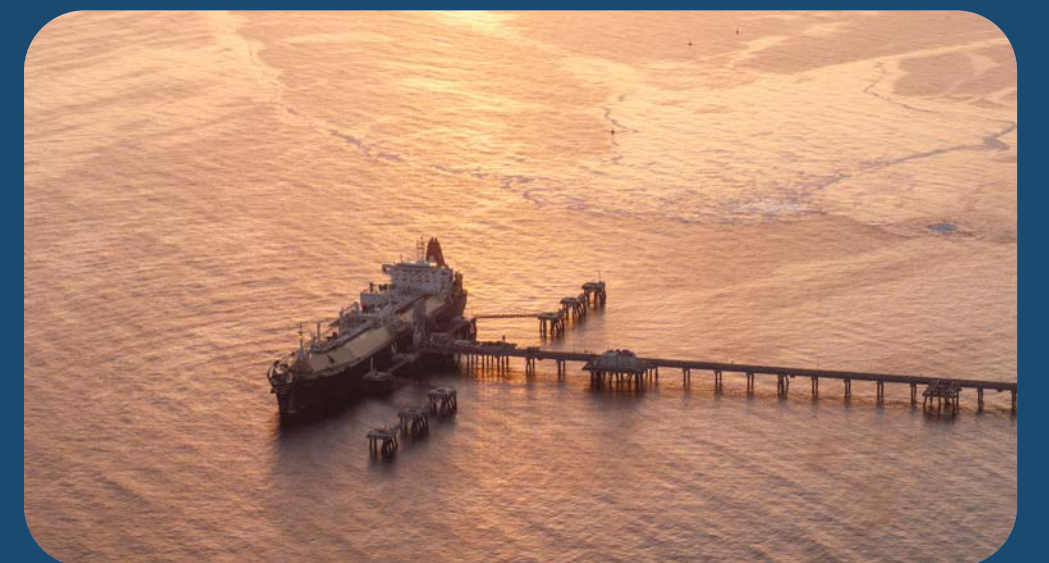
**380+** business partners underwent environmental and social performance assessments with no negative social impacts identified

### Compliance Evaluation and Assessment

underpins Oman LNG's supplier due diligence, ensuring all suppliers are evaluated with a strong focus on ethics and compliance



Oman LNG proudly marks the International Day of the Seafarer, recognising the important role seafarers play in sustaining global supply chains. By ensuring the safe, reliable, and timely transport of LNG, they enable the seamless flow of goods that underpin international trade and economic growth. We reaffirm our commitment to investing in seafaring talent, supporting their development, and acknowledging their essential contribution to a resilient and sustainable maritime economy.



<sup>2</sup> For further details on Oman LNG's approach, please refer "Responsible Procurement" section of our [2024 Sustainability Report](#), page 27.

# Building Resilient and Responsible Supply Chain

Oman LNG is committed to cultivating a resilient sustainable supply chain that integrates environmental responsibility, social progress, and strong ethical standards. We conduct HSE pre qualification for all strategic and tactical contracts in line with our HSSE Management Procedure. These contracts represent approximately 46% of the company's active contract portfolio. By integrating sustainability considerations into supplier engagement, from evaluation and selection to ongoing monitoring, we continue to advance our responsible sourcing practices, working to reduce ecological impacts and strengthen our social responsibility commitments.

In 2025, a total of 382 suppliers were assessed for environmental and social impacts. The assessment resulted in a positive outcome, with 0% of suppliers identified as having significant actual or potential negative environmental or social impacts.

## Dow Jones ESG Risk Screening for Suppliers

Oman LNG implemented the Dow Jones risk screening system across 100% of suppliers to screen for criminal history, adverse media, human rights, and environmental noncompliance. As a result, several high-risk suppliers get flagged for further investigation or disqualification, reinforcing stronger governance and ethical sourcing across the supply chain.



### Risk-Based Screening and Supplier Onboarding

Continued implementing the Dow Jones Risk-Profile-Rating solution<sup>3</sup> in 2025 for Risk-Based Screening and Supplier Onboarding. This enables early risk detection, targeted HSE evaluations, and onsite assessments.



### Social Due Diligence

All suppliers undergo a social due diligence process<sup>4</sup> led by the Supply Chain Department. Also, Standardised checklists are used to assess the suppliers' social and ethical performance. In 2025, all newly onboarded business partners met our social performance criteria, underscoring the effectiveness of our screening and risk management framework.



### Environmental Evaluation

Maintained rigorous environmental evaluation standards for suppliers in 2025, with focus on environmental performance and HSE compliance. Suppliers operating in environmentally sensitive areas were required to obtain certification from Oman's Environmental Authority.



### Future Outlook

Currently developing a short- to medium-term strategy to evaluate and track sustainability performance across our supply chain. This strategy will establish KPIs and monitoring tools to strengthen social and environmental risks management. The results will be integrated into future reporting cycles, reflecting our continued progress in advancing sustainable procurement practices.



<sup>3</sup> For further details on the Dow Jones Risk-Profile-Rating solution, please refer to "Sustainability in Supply Chain Management" section of our [2024 Sustainability Report](#), page 28.

<sup>4</sup> For further details on the social due diligence, please refer to "Sustainability in Supply Chain Management" section of our [2024 Sustainability Report](#), page 28.

# Innovation in Action

At Oman LNG, innovation is the cornerstone of our commitment to operational excellence, safety, and long-term sustainability. Through the strategic acceleration of digital transformation and robust cybersecurity frameworks, we leverage advanced technologies to drive value, mitigate emerging risks, and ensure business resilience within a dynamic global energy landscape.



## 2025 Highlights

### HUSSN Cybersecurity Awareness Campaign

continued strengthening Oman LNG's cyber resilience in 2025

510 high-threat phishing attempts were responded to

### Cybersecurity Leader of the Year Award

received by the "Information Security Manager" of Oman LNG at the 2<sup>nd</sup> Annual Oman Cybersecurity and Cloud Conference 2025

1,527 malware attempts were intercepted and neutralised

Launched

### Oman LNG's Cybersecurity Week

2 M malicious Internet Protocol (IP) addresses were blocked

4,421 cybersecurity incidents successfully managed

## Shaping a Secure Digital Future

We maintain a steadfast commitment to enterprise cybersecurity, safeguarding our operations, data, and personnel through a robust Cybersecurity Roadmap spanning both IT and OT environments. This framework is dynamically updated to mitigate emerging global threats and ensure alignment with our core business objectives. Underscoring this commitment, we successfully transitioned our ISO 27001 certification from the 2013 to the 2022 standard this year, validating our adherence to the most rigorous Information Security Management System (ISMS) protocols.

### 2025 Initiative

#### Digital Information & Cybersecurity Week 2025

In 2025, Oman LNG hosted a Digital Information & Cybersecurity Week. The event convened speakers, industry leaders, experts from Petroleum Development Oman, academic institutions, and leading technology partners. Interactive activities, including an AI Hackathon and a Cybersecurity Escape Room, provided exposure to real-world cyber scenarios in simulated high-pressure environments.

Topics covered: digital transformation strategy, OT cybersecurity and Management of Change, human risk and cybersecurity culture, industrial network security, incident response, artificial intelligence and automation in the oil and gas sector, data as a strategic asset, business continuity, and emerging threats such as deepfakes.



## Cybersecurity Competence Across Our Workforce

Developing strong cybersecurity competence is essential to protecting Oman LNG's critical assets and ensuring the resilience of our operations in an increasingly digital environment. In 2025, we further strengthened our cybersecurity maturity by expanding workforce awareness programmes, enhancing governance and oversight mechanisms, and embedding cybersecurity risk management across key operational and strategic processes.

### 2025 Initiatives

#### Cybersecurity Awareness Track

Oman LNG launched a specialised cybersecurity awareness track focused on addressing OT risks and equipping personnel to mitigate cyber threats. Supported by a communication strategy and ongoing phishing simulation campaigns, the programme strengthened security culture across IT and OT domains, empowering employees to recognise and respond to cyber risks confidently.

#### Cybersecurity Risk Governance & Oversight

Cybersecurity risk is regarded as a critical metric within the corporate scorecard, overseen at Board level through the Technical and Audit Committees. Performance and risk exposure are reviewed quarterly to ensure effective governance and accountability, with cybersecurity controls assessed through internal audits and independent third-party evaluations.

#### "You are the Impact" Forum

Oman LNG launched the forum to unite government entities, leading organisations, and community-driven initiatives. The forum aimed to foster partnerships, promote innovative approaches, and translate forward-looking ideas into long-term impact. The forum supports sustainable solutions and contributes to the objectives of Oman Vision 2040.

# Advancing Digital Excellence

At Oman LNG, we are advancing our digital capabilities to adapt to the shifting energy landscape, focusing on smarter decision-making, operational efficiency, and business continuity.

This year, we restructured our cybersecurity functions by separating cybersecurity from the Digital IT department and integrating Operational Technology (OT) cybersecurity within the Corporate Cybersecurity division. The responsibility for cybersecurity has been consolidated under the role of General Manager, Cybersecurity and Information Technology Operations. This strategic realignment aims to sharpen the focus on cybersecurity objectives, streamline processes and initiatives, and ensure seamless implementation across the enterprise, thereby enhancing the organisation's overall cyber resilience.

In addition to this, Oman LNG maintains robust cybersecurity governance through dedicated Board-level oversight and active engagement with the industry. Our Technical Committee, functioning as a sub-committee of the Board, receives quarterly updates on cybersecurity progress and ensures continuous attention to security matters. This structured reporting underscores our commitment to transparency, accountability, and ongoing enhancement across both IT and OT security domains.

Beyond internal governance, we actively participate in the national Oil & Gas Cybersecurity Committee, contributing to sector-wide resilience and staying abreast of emerging threats and best practices. Furthermore, cybersecurity oversight has been formally incorporated into our Audit Committee agenda, reflecting our strategic significance and integration within broader risk management and compliance frameworks.

## Sustainability Through Smart Digitalisation

Oman LNG continued to advance our digital transformation journey this year to enhance operational efficiency, resilience, and sustainability.

Key advancements include:

### Digital Twin

deployed to enable dynamic, real-time visualisation of plant operations, supporting enhanced monitoring and predictive maintenance capabilities.

### Robotic Process Automation (RPA)

streamlined recurring workflows within finance, human resources, and procurement, enabling greater operational agility.

### Artificial Intelligence

accelerated candidate screening to enhance the recruitment process and quality of talent acquisition.

### Big Data Platform

integration expanded analytics capacity, empowering sophisticated data exploration and deeper business insights.

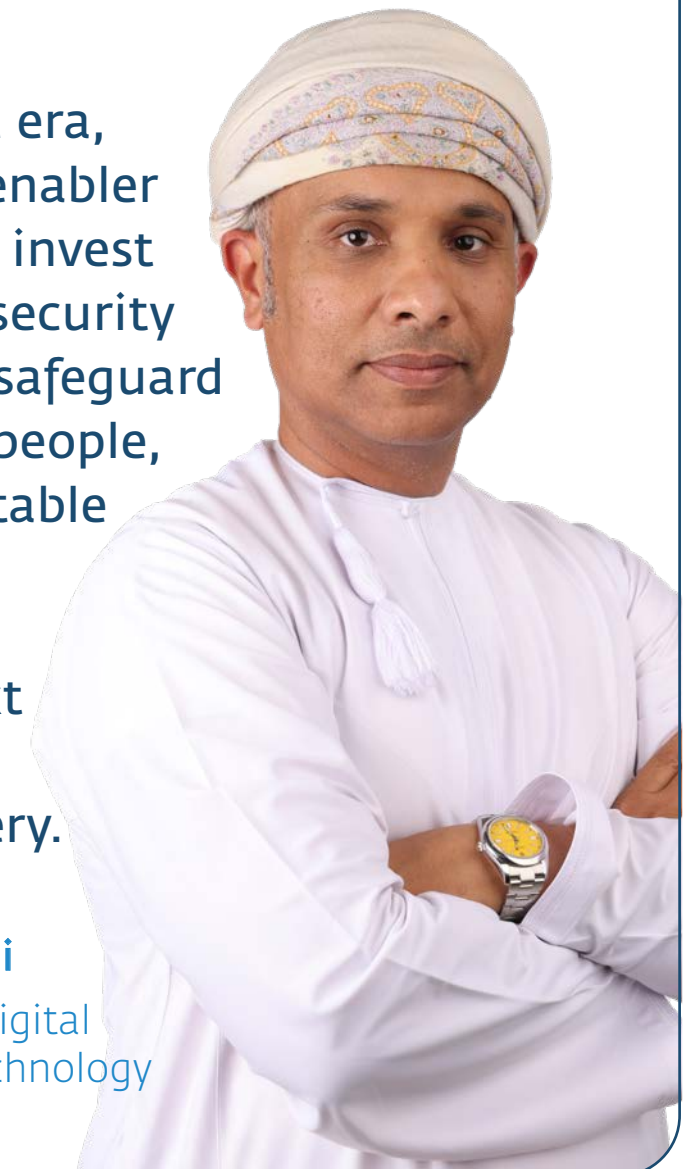
Building on this foundation, 2025 marks a further step forward with the expanded use of AI for advanced analytics across critical operations. This includes AI-driven LNG process optimisation, predictive energy management to reduce consumption, and carbon emissions analytics to support decarbonisation efforts. Combined with drone- and satellite-based leak detection, these initiatives reinforce Oman LNG's transition toward data-driven operations, strengthening both operational performance and environmental stewardship.



**In a digital-first era, security is the enabler of progress. We invest in robust cybersecurity frameworks to safeguard our assets and people, providing the stable foundation necessary to pioneer the next generation of energy delivery.**

### Shafeeq Al Ghailani

General Manager, Digital and Information Technology



## 2025 Initiatives

### Asset Information Factory – Centralised Big Data Platform

We introduced the Asset Information Factory, a unified Big Data platform that consolidates, stores, and analyses asset data, addressing challenges in data fragmentation that had limited predictive maintenance and performance optimisation. By enabling initiatives such as GEG Maintenance Monitoring and Asset Performance Monitoring, the platform has strengthened maintenance planning, optimised operational costs, and improved asset reliability through data-led insights. Future developments will include the integration of artificial intelligence and machine learning to advance predictive asset health analytics, further enriching operational intelligence.

### Robotic Process Automation (RPA) – Enhancing Operational Efficiency

We implemented RPA to reduce inefficiencies in HR and finance by automating tasks such as payroll, invoicing, and recruitment screening. This reduced processing times, increased accuracy, and freed capacity for higher-value activities, with potential to expand RPA and integrate artificial intelligence.

### Technology Modernization for Energy and Resource Savings

We undertook multiple initiatives to enhance our technology efforts, delivering energy and resource savings through actions such as:

- **Data Centre Efficiency Improvements (Cloud & Infrastructure Modernisation):** Adopted cloud platforms, automation, and AI driven monitoring to reduce dependency on local hardware, lowered energy usage, and minimise unnecessary compute cycles through more efficient resource utilisation.
- **Cloud Rationalisation & Workload Consolidation:** Unused cloud subscriptions and accounts were reviewed and removed, reducing unnecessary compute cycles and cutting the carbon footprint, while rationalising cloud workloads optimised energy usage across hybrid environments.
- **Hardware Footprint Reduction & Waste Management:** Continuous system upgrades prolonged hardware lifecycles and reduced electronic waste, while replacing outdated systems with more efficient software versions contributed to significant energy savings.
- **Digital Automation & Reduced Paper Usage:** Reduced printing, manual approvals, and administrative overhead across business units through the implementation of RPA use cases, self-service bots, and automated workflows.
- **Follow-Me / Secure Pull Printing to Reduce Wasted Paper:** Under this system print jobs were released only upon user authentication, eliminating uncollected printouts, reducing paper, toner, and power waste, while enhancing document confidentiality and improving print fleet efficiency.

### 3D Printing for Maintenance Agility

We applied additive manufacturing to address sourcing obsolete or long-lead-time spare parts, reducing maintenance delays and downtime risk. A pilot enabled local production of non-critical components, including a 3-way valve, resulting in shorter lead times, reduced external reliance, and cost efficiencies. The approach signals potential for more complex applications, integration with digital inventories, and exploration of metal-based printing for critical parts.



# Safety Culture and Performance

For Oman LNG, safety is more than a set of procedures and acts as our core value that shapes our culture and influences our decisions, both operational and beyond. Our approach combines HSE protocols, technologies, and training programmes to foster continuous improvement and proactive risk management. This includes cultivating a strong culture of awareness and aligning our practices with globally recognised standards, such as ISO 45001 for occupational health and safety management.

## 2025 Highlights

**ZERO** fatalities and high-potential incidents recorded for the entire year

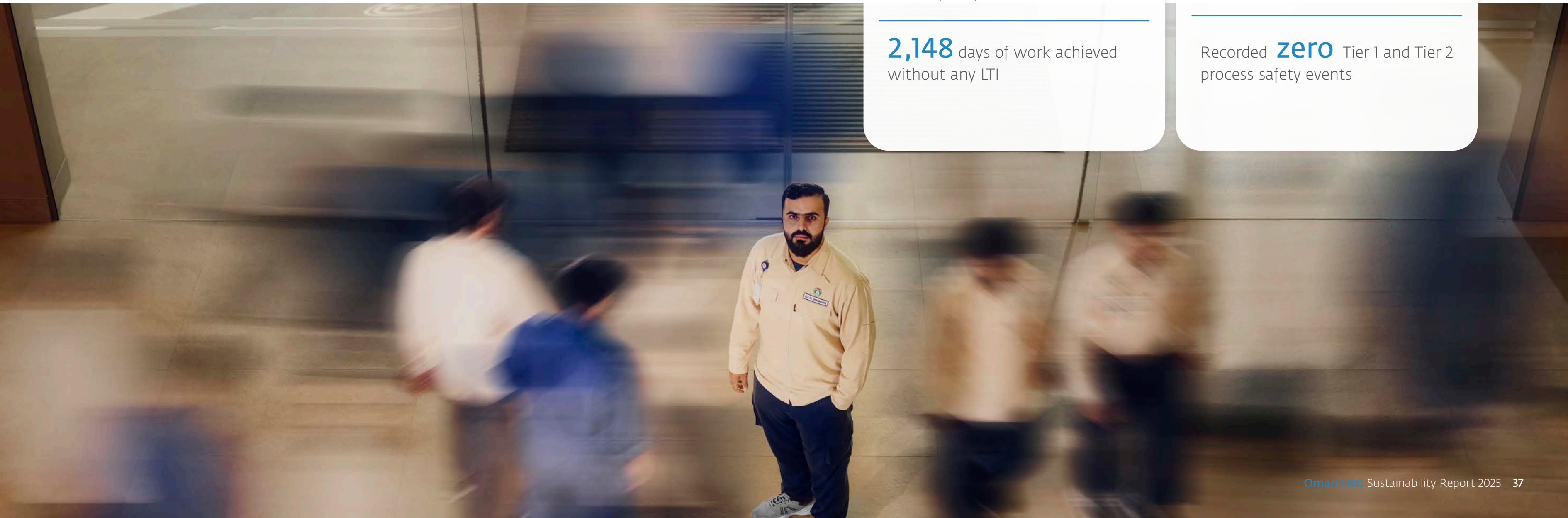
**99%** of leadership HSSE engagements successfully completed

**Maintained** complete prevention of Non-Accidental Death (NAD) incidents

**100%** of the planned HSSE assurance activities delivered

**2,148** days of work achieved without any LTI

Recorded **zero** Tier 1 and Tier 2 process safety events



# Our Approach towards Occupational Health and Safety

Oman LNG maintains a robust Occupational Health and Safety Management System (OHSMS) that encompasses all employees and contractors. Our OHSMS is based on the Plan-Do-Check-Act (PDCA) cycle<sup>5</sup>, consisting of a structured approach initiating with **Hazard Identification and Risk Control followed by Assurance & Auditing, Incident Reporting & Investigating and Performance Monitoring.**

Our safety framework is driven by clear policies including HSE Policy, Drug & Alcohol Policy, and Road Safety Policy, each communicated transparently to all staff and contractors. This empowers everyone on site to halt operations and report hazards, ensuring proactive prevention. Leadership on occupational health and safety is spearheaded by the General Manager of HSSE, in close partnership with the Corporate HSSE Steering Committee, a cross-functional team that regularly reviews performance, audit outcomes, and improvement measures to uphold and advance safety standards.

“

Safety is a shared pledge. We empower every individual at Oman LNG to take personal ownership of harm prevention, fostering a vigilant culture that ensures our most valuable assets—our people—return home safely every day.

**Moosa Al Habsi**  
HSSE General Manager



<sup>5</sup> For further details on Oman LNG's health and safety management system (PDCA cycle), please refer "Health and Safety Risk Management" section of our [2024 Sustainability Report](#), page 35.

# Safeguarding Health and Wellbeing

We recognise that the physical and mental health of our workforce is vital to a safe and efficient workplace. As such, we provide comprehensive medical insurance to all our employees in line with labour laws. Our Fitness to Work (FTW) Policy rigorously assesses employee and contractor readiness for safe task execution. Through regular health risk assessments<sup>6</sup>, we identify hazards and implement strong controls to prevent illness.

Furthermore, workplace safety is reinforced by periodic Occupational Health and Safety audits to ensure FTW compliance and worker welfare. We continuously improve conditions through monitoring and proactive measures, creating an environment where our workforce performs confidently.

To build on these safety advancements, we implement our robust Drop Prevention Plan, resulting in the minimisation of dropped object incidents throughout 2025. This outcome demonstrates the effectiveness of targeted risk control measures and the commitment of teams to maintaining an incident-free workplace.

Building on this foundation, Oman LNG ensures access to non-occupational medical and healthcare services for both employees and non-employees through a wide range of inclusive health initiatives. For instance, our site clinics continued to operate 24/7, providing uninterrupted and comprehensive medical care. Additionally we improved employee wellbeing through annual FTW health screenings, an eye-care campaign with vision checks and prescription glasses, and regular mental health awareness sessions including "The art of work-life balance" and others.

## 2025 Initiatives

### Advancing Safety Excellence Through HSSE Week 2025 Themed "How I Respond Matters"

The event received strong recognition from shareholders and attracted participants from various oil and gas companies, reflecting active industry and government, Ministry of Health and Ministry of Education, engagement. It featured interactive sessions, safety demonstrations, and knowledge-sharing activities that reinforced our commitment to a proactive safety culture.



### Emergency Response Services Contract with Unity Fire & Safety

Oman LNG is pleased to commence its new Emergency Response Services contract with Unity Fire & Safety, a strategic step that fills the gap of a dedicated emergency team, ensures compliance with HSE, civil defence, and industry standards, and enhances 24/7 readiness, response capabilities, and operational excellence through continuous improvement.



### Eye Camp Initiative

Recognising the critical link between vision health and operational safety, Oman LNG launched an initiative offering free specialist eye tests and corrective glasses to business partners in high-risk roles. The effort improved visual acuity among field personnel, reduced the likelihood of vision-related incidents, and strengthened engagement with partners. In future events, we plan to expand the initiative to include comprehensive health screenings.



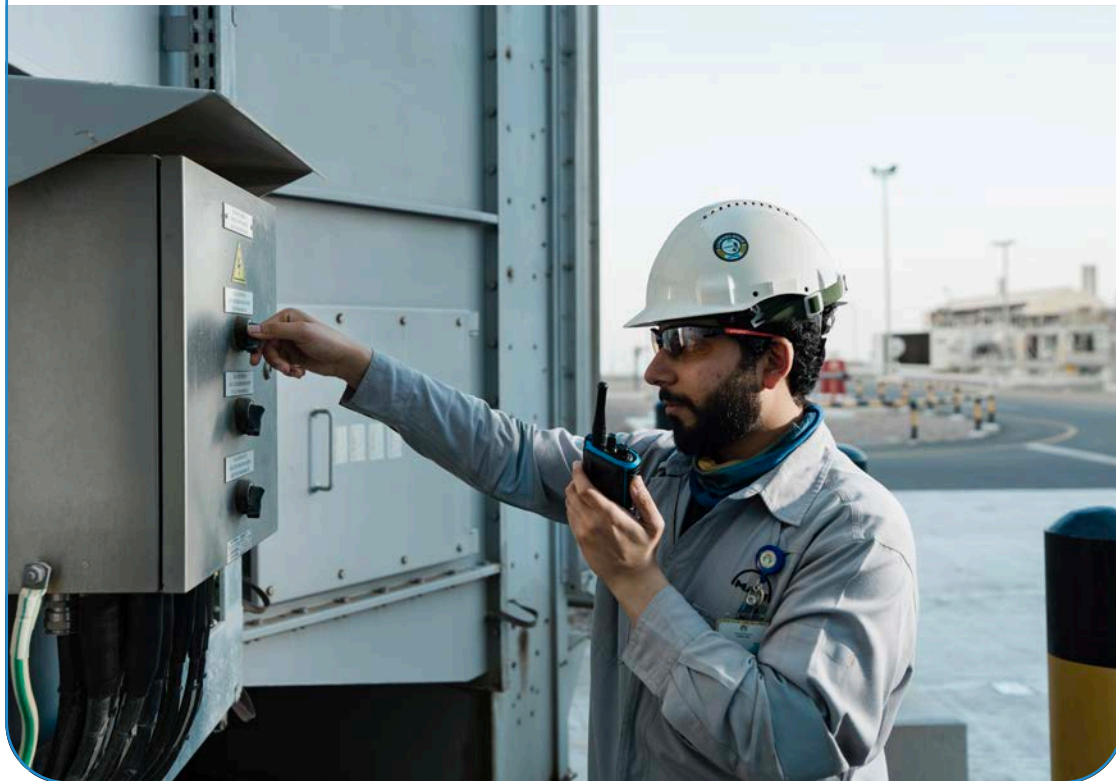
### Peer Recognition Programme

Oman LNG integrated recognition initiatives through interactive booths and dedicated recognition platforms to boost morale, encourage proactive safety actions, and foster a stronger sense of ownership among employees and contractors. Looking ahead, we aim to broaden recognition channels and connect them to performance metrics and leadership engagement.



<sup>6</sup> For further details on Oman LNG's efforts towards wellbeing, please refer "Commitment to Health and Wellbeing" section of our [2024 Sustainability Report](#), page 34.

As a result of our rigorous health and safety programmes, Oman LNG achieved zero work-related fatalities and high-consequence work-related injuries throughout this year.



### Work-related injuries<sup>7</sup>

	2023	2024	2025
Total number of employee fatalities as a result of work-related injury	0	0	0
Total number of high-consequence work-related injuries (excluding fatalities)	0	0	0
Total number of recordable work-related injuries	2	4	2
Total number of hours worked by employees	5,308,530	6,070,133	7,112,872
Absentee rate	1.01%	1.12%	1.02%
Lost day rate	0%	0%	0%
Rate of work-related injuries resulting in fatality	0	0	0
Rate of work-related injuries (excluding fatalities) - (Frequency rate: Cases per 1,000,000 man-hours worked)	0.38	0.66	0.28

In 2025, Oman LNG achieved a 57% reduction in work-related injury rates (excluding fatalities) compared to 2024, with drop in recordable work-related injuries from four to two and total hours worked rising from 6.07 million to 7.11 million. This improvement is due to stronger engagement with staff and contractors through increased field interactions, targeted sessions, and greater leadership presence, supported by safety dialogues and reinforced safe work practices to elevate risk awareness and compliance. The 17% increase in hours worked stemmed primarily from two major turnaround events and the execution of several significant plant projects, underscoring our ability to maintain high safety standards amid increased operational activity.

In June 2025, a health and safety incident involving heat exhaustion and related injuries was classified as a Medical Treatment Case. Immediate action was taken to reinforce site safety practices, including reviewing container usage, installing clear multilingual prohibition signage, and delivering targeted awareness sessions on psychological safety and heat stress as part of Safety Day initiatives. Another incident recorded in September 2025, involved personnel sustaining a cut on the right thumb. The injured person received first aid at the site clinic, was referred to Badr Al Sama Hospital for suturing, and was subsequently discharged.

The mentioned figures reflect the successful outcomes of our dedicated health and safety efforts.

## Promoting Mental Health and Psychological Wellbeing

Oman LNG recognises that true wellbeing extends beyond physical safety to include mental and emotional health. Through a combination of wellness-related initiatives, we aim to break the stigma surrounding mental health and promote open dialogue.

As part of our ongoing efforts which include training sessions, wellness talks, and engagement activities, Oman LNG reinforces our commitment to holistic wellbeing, helping our people maintain balance, resilience, and a positive mindset at work and beyond.



<sup>7</sup> Oman LNG reports work-related injuries and man-hours worked for both staff and contractors on a consolidated basis, excluding data from ring-fenced projects.

## 2025 Initiatives

### Oman LNG Well-Being Programme

A comprehensive wellness programme featuring stress management workshops, fitness assessments, financial literacy sessions, and team-building activities intended to enhance employee engagement, reduce stress-related absenteeism, and foster a healthier, more positive work environment.

### Ramadhan Session - The Art of Work-Life Balance.

This offered practical guidance on managing professional and personal demands, fostering mindfulness, and turning workplace pressures into opportunities for growth. By aligning with the spirit of reflection and self improvement during Ramadan, the programme empowered employees to cultivate resilience, enhance productivity, and achieve harmony between work and life.

### Stay Informed - Stay Well

Conducted an informative comprehensive refresher session on medical and travel insurance benefits available to employees. This outlined key coverage details, claim processes, and associated wellness resources, ensuring our staff remain well versed in accessing support.

# Cultivating Engagement and Competence in Health & Safety Measures

Employee involvement is central to HSE and mental health initiatives. We encourage active participation across all levels in various safety-related activities and Occupational Health and Safety (OH&S) committees. OH&S forums provide a venue to discuss topics like occupational health, process safety, personal safety, and environmental management, allowing employees to raise concerns and offer suggestions for improvement. In addition, feedback collected through surveys, safety inspections, HSE meetings, and contractor consultations plays a critical role in enhancing our OHSMS.

The HSE Steering Committee is instrumental in connecting leadership with employees to ensure timely and relevant occupational health and safety communications. This committee actively reviews and updates safety policies, aligns protocols with workforce needs, and supports the continuous improvement of health and safety standards across Oman LNG operations. Complementary to this, toolbox talks, and safety walks serve as practical forums for engaging employees directly, addressing safety issues firsthand, and fostering a culture of proactive safety management.



## Building a Skilled and Safety-Conscious Workforce

At Oman LNG, we believe that knowledge and competence are the foundation of safety excellence. Through continuous training, practical workshops, and leadership engagement, we empower our people to take ownership of safety, contribute to a proactive culture, and uphold the highest operational standards.

We strengthened our health and safety culture by equipping employees and partners with essential skills through an HSE training programme. The programme encompassed mandatory Occupational Health and Safety training for staff and contractors, including core courses such as HSSE induction, firefighting, fire extinguisher operation, defensive driving, confined space entry, first aid, safety leadership, and behaviour-based safety. Furthermore, specialised training tailored to specific roles, such as process safety and radiation awareness, ensured that our workforce is well-prepared to meet the technical demands of their positions. In 2025, 100% of our employees completed all mandatory HSE trainings within the designated timeline, with zero overdue instances.

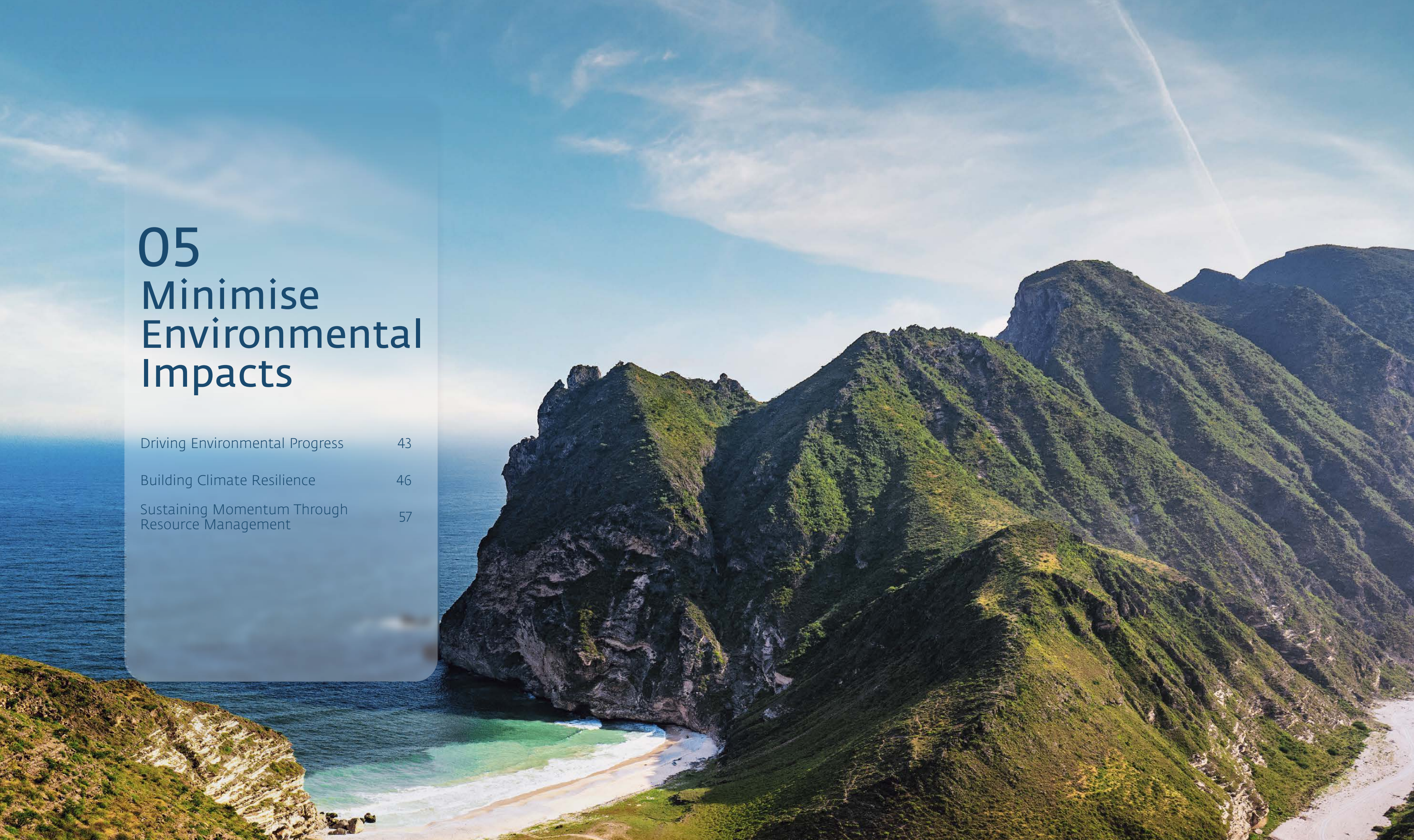
Oman LNG further advanced workforce development through a series of targeted engagements and workshops, including the Frontline Supervisors and Permit to Work at Height (PTWH) HSSE Engagement Workshop, the Driver Forum, and the Psychological Safety Workshop for Leaders. Each initiative was designed to enhance safety ownership, promote road safety awareness, and reinforce mental wellbeing, demonstrating our commitment to both physical and psychological safety. We also conducted trainings and safety courses, including, Construction Safety Course, Fire Commander / Team Leader Course, DDC – Defensive Driving (Refresher), DDC – Defensive Driving (New), Certified First Aid – Advanced, Train the Trainer programme, Lead Auditor / Co-auditor on QMS against ISO 45001 Series (Integrated Management System), Contract Holder Training, among others.

# 05 Minimise Environmental Impacts

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## SUSTAINABLE DEVELOPMENT GOALS



- Rationalised consumption to achieve energy security
- Pollution free environmental ecosystem
- A green and circular economy
- Sustainable use and investment in natural resources

# Driving Environmental Progress

Oman LNG is dedicated to supporting the transition to cleaner energy by prioritising the reduction of our environmental footprint through targeted actions that lower emissions, conserve resources, and protect biodiversity.

Our commitment extends beyond our direct operations to include the entire value chain, as we strive to manage our environmental impact and enhance our sustainability performance. By staying attentive to the latest sustainability innovations, regulatory changes, and global trends, we continuously evolve our approach to meet and anticipate stakeholder expectations. While aware of the ongoing challenges, we aim to contribute meaningfully to a sustainable energy future, fostering long-term value through responsible practices and a shared sense of environmental stewardship.

## Material Topics

- Climate Adaptation & Transition
- GHG Emissions
- Air Emissions
- Biodiversity
- Water & Effluents
- Waste

# Governance of Environmental Performance

We understand that prioritising environmental care is essential for the lasting success of our operations. We embrace sustainable methods, aiming at reducing our ecological impact while improving how efficiently we use resources. Our focus on eco-friendly practices reflects a genuine commitment to protecting the environment, ensuring that stewardship and responsibility are central to all our activities.

Environmental management<sup>1</sup> at Oman LNG is governed by our Health, Safety, Security, and Environment (HSSE) Steering Committee, which represents the highest authority responsible for overseeing all HSSE matters. The committee ensures strict adherence to our HSE Policy<sup>2</sup> and drives continuous improvement across all environmental, health, and safety initiatives.

Furthermore, we adhere to a comprehensive Environmental Management System (EMS), aligned with International Organisation for Standardisation (ISO) 14001, relevant local legislation, and [the Shell Health, Safety, Security, Environment, and Social Performance Control Framework](#) (HSSE & SP CF), which systematically addresses critical environmental aspects. These include energy consumption, water conservation, waste and chemical handling, resource efficiency, biodiversity protection, emission control, and spill prevention.

Supporting these efforts, Oman LNG developed a dynamic environmental risk register which centrally tracks, assesses, and manages key environmental risks. The risks are identified and assessed through Environment Impact Assessment (EIA) as per our "Procedure for Identification & Evaluation of Environmental Aspects & Their Impacts" manual. This approach allows us to proactively evaluate the significant risks and implement mitigation procedure, monitor performance, and ensure continuous improvement in environmental management and

compliance. Specifically, climate-related factors such as extreme weather events, cyclones, floods, and rising sea levels are regularly evaluated to inform our broader sustainability risk management strategy. Insights from these assessments have guided targeted environmental-related initiatives to strengthen our infrastructure, enhance operational resilience, and ensure preparedness for recurrent severe weather events.

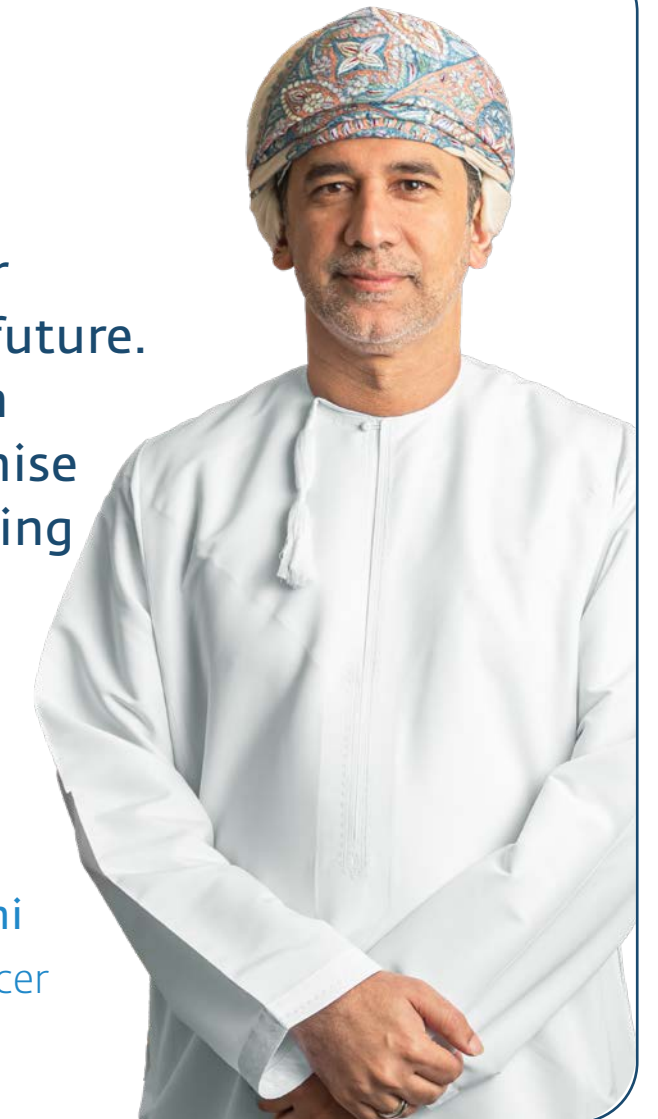
Additionally, this integrates both mitigation and adaptation measures to address the challenges effectively.



“

**Environmental governance is our roadmap for the future. We innovate with purpose to minimise our footprint, acting as disciplined stewards of the natural resources entrusted to us.**

**Mahmoud Al Baloushi**  
Chief Commercial Officer



<sup>1</sup> For further details on Oman LNG's Environmental Management System, please refer "Managing our Environmental Impacts" section of our [2024 Sustainability Report](#), page 40.

<sup>2</sup> For further details on Oman LNG's HSE Policy, please refer "Managing our Environmental Impacts" section of our [2024 Sustainability Report](#), page 40.

## Harnessing Technology for a Sustainable Future

In 2025, we advanced the transformation of our environmental management approach through the strategic adoption of digital technologies to support environmental sustainability. A key milestone has been the implementation of a fully operational, centralised Environmental Performance Report Dashboard, which integrates real-time data from all our environmental monitoring systems. This platform automates reporting, streamlines electronic workflows, and provides a comprehensive, transparent, and efficient approach to managing environmental impacts. The initiative also establishes a robust governance framework that fosters cross-functional collaboration among Oman LNG’s Environment, Operations, IT, and Technology teams. By demonstrating scalable solutions, addressing common challenges, and aligning with strategic objectives, the dashboard serves as a model for advancing environmental management practices across the organisation.



Performance Report Dashboard

The results of this initiative delivered significant positive impact on the business in 2025.

Some of the achievements include:

### Efficiency Gains

- 70 automated graphs, drastically reducing manual effort.
- Reporting cycle reduced from 6 days to just 2-3 days.

### Operational Excellence

- Real-time data visualisation and automated alerts enabled proactive management of environmental thresholds.
- Data accuracy and traceability enhanced via Enterprise Resource Planning (ERP) system integration.

### Sustainability Advancement

- Zero paper consumption recorded for manifests and chemical import/export licensing, reducing costs and environmental footprint, due to digitalisation of manifest.

### Regulatory Compliance

- Regulatory compliance strengthened through timely and accurate data.

# Building Climate Resilience

Oman LNG is committed to sustainability and a low-carbon future by advancing our Net Zero Strategy while embracing cutting-edge technologies and innovative solutions. This comprehensive approach underscores our determination to drive sustainable growth while cementing our position as a leader in the region's clean energy future.

## 2025 Highlights

**4.7%** reduction in NOx emissions

Member of **UNEP taskforce** for methane management



## Accelerating the Journey to a Net-Zero Oman

In line with the Oman Government's Net Zero Strategy, we target to reduce our absolute GHG emissions by 7% by 2030 and 84% by 2040, considering 2022<sup>4</sup> as our baseline year. These reduction targets are designed to align with and support the Oman National Strategy for an Orderly Transition to Net Zero by 2050, reinforcing our commitment to a just, robust, and structured decarbonisation pathway.

To translate this commitment into action, Oman LNG's Net Zero Strategy is anchored on three mutually reinforcing pillars, each contributing to a responsible, value-driven and forward-looking transition.

Notably, we utilise clearly defined KPIs, data-driven performance tracking, and targeted decarbonisation initiatives to ensure effective implementation of this strategy.

## Redefining Energy Use and Carbon Footprint Management

The energy and emissions management<sup>3</sup> approach at Oman LNG integrates the commitments of our HSE policy with advanced technological solutions and dynamic partnerships with government, industry, and local communities.

At the core of our decarbonisation journey is our Net Zero Strategy, which establishes a pathway toward emissions reduction, efficiency enhancement, and long-term climate resilience. It outlines our principles, performance pathways, and key implementation pillars that guide our transition to lower-carbon operations.

We also developed a GHG and Energy Management Plan with a 10-year roadmap, aligned with Oman LNG's HSE/SP Commitment, Shell's HSE/SP Control Framework, and the Sultanate's Net Zero 2050 target. This plan enables emissions monitoring, prioritisation of reduction initiatives, and deployment of energy-efficient technologies to accelerate decarbonisation across our operations.

Our initiatives align with national priorities and international environmental commitments, focusing on effective methane management and reduction in support of the government's Global Methane Pledge.

Oman LNG continuously reviews performance and applies data-driven evaluations to adapt to evolving climate-related regulatory requirements and stakeholder expectations. We embedded an Energy Efficiency Key Performance Indicator (KPI) into our corporate scorecard. This step reinforces our dedication to measurable management of energy use and emissions, advancing our broader decarbonisation and net zero objectives.

<sup>3</sup> For further details on Oman LNG's energy and emissions management approach, please refer "Optimising our Energy Efficiency & Emission Reduction Efforts" section of our [2024 Sustainability Report](#), page 41.

<sup>4</sup> Our base year has been established as 2022, following changes and updates to our calculation methodology in line with the implementation of the ISO 14064-1 audit findings and recommendations.

## Government Vision

### Oman Vision 2040

Effective, Balanced and Resilient Ecosystems to Protect the Environment and Ensure Sustainability of Natural Resources to Support the National Economy

### Sultanate of Oman's NZE strategy

Achieving Net Zero by 2050 through an orderly transition:

- 7% reduction by 2030 compared to 2021 levels (Oil & Gas)
- 84% reduction by 2040 (Oil & Gas)

Align with Sultanate of Oman's National NZE strategy to Achieve Net Zero by 2050

## Oman LNG NZ Strategic Objective

# Oman LNG's Strategic Pillars

Sustain Current TQ Performance

Orderly Transition with Value Creation

Be a Trusted Partner towards Sustainable Development

Levers

- Energy Intensity
- Methane Management
- Flare Management
- Reliability Management

- Decarbonisation Projects

- Government Collaboration
- R&D Projects
- Trainings & Integration
- Embracing Nature & Biodiversity

KPIs

- Energy Efficiency improvement programme implementation
- OGMP 2.0 implementation, LDAR
- Flaring intensity
- Total GHG intensity
- Reliability (RIP)

- Electrification
- Power import
  - Renewable power sourcing
  - C3 electrification
- CCUS
- Post combustion CCUS
  - AGRU CO<sub>2</sub> Export

- COP, BTR, Article 6, CLEAN, EU-ETS, ZRF
- Methanation, SQU studies, Sur H2 cluster, wave, 3 44.01
- Corporate training programme
- Environmental Strategic Plan

Aiming at proactively navigating the global energy transition to ensure the long-term sustainability of our operations, we have, over the past decade, undertaken a focused effort to optimise energy efficiency and reduce emissions across our operations. Our Decarbonisation and New Energies department has led these initiatives, taking responsibility for implementing decarbonisation measures in alignment with both national and international objectives.

This includes supporting Oman's enhanced Nationally Determined Contribution (NDC) under the Paris Agreement and facilitating an orderly transition that contributes directly to Oman's net zero ambitions. These initiatives range from power optimisation and cold gas recovery to electrification, renewable energy integration, and the exploration of emerging technologies such as Carbon Capture, Utilisation and Storage (CCUS) and synthetic methane production. While several opportunities have already been implemented, others are currently under study or in early feasibility phases and will proceed subject to technical viability and business case considerations.

In this year’s report, we present the organisation’s energy consumption for 2025, reaffirming our commitment to accuracy, transparency, and accountability in sustainability reporting. The majority of our non-renewable fuel consumption is fuel gas, a by-product of LNG production, while diesel accounts for a smaller share of usage. Electricity consumption is reported with precision, based entirely on actual invoice data, ensuring a reliable and transparent representation of our energy footprint.

In 2025, non-renewable fuel consumption reduced by 4%, amid lower LNG production and prolonged shutdowns, yet we effectively preserved our energy intensity benchmarks.

Oman LNG utilises a comprehensive GHG inventory<sup>5</sup> that is built on the primary data gathered at the plant level under operational control, with PI historian software as the central data system. It records direct emissions from fuel and energy use, and indirect emissions from purchased electricity. Regular updates provide a detailed view of our emissions profile, enabling data-driven reduction strategies. The figures to the right demonstrate our progress in managing and lowering GHG emissions<sup>6</sup> as part of wider environmental commitments.

<sup>5</sup> For further details on Oman LNG’s GHG inventory management, please refer “Optimising our Energy Efficiency & Emission Reduction Efforts” section of our [2024 Sustainability Report](#), page 43.

<sup>6</sup> Scope 1 emission factors are sourced from the American Petroleum Institute (API) GHG Compendium, the Intergovernmental Panel on Climate Change (IPCC) 2006 guidelines under the Clean Air Act, and Shell’s Performance, Monitoring & Reporting Specifications, while Scope 2 factors reference the IPCC 2006 and Clean Air Act (CAA) guidelines.

### Energy consumption within the organisation

	Units	2023	2024	2025
Total Fuel Consumption from Non-Renewable Sources*	PJ	45.9	45.4	43.5
Total Electricity Consumption	MWh	2,035	2,018	2,013
Total Energy Consumption within the Organisation	PJ	45.9	45.4	43.5

\*Fuel gas – 43.46 PJ and Diesel – 0.051 PJ

### Energy intensity\*

	Units	2023	2024	2025
Energy intensity	CJ/metric tonnes of LNG	3.9	3.7	3.7

\* Ratio uses energy consumption within the organisation.

\* Fuels are the energy sources used in calculating the energy intensity ratio.

\* The chosen denominator to calculate the intensity ratio is “Total LNG rundown”.

### GHG emissions\*

	Units	2023	2024	2025
Scope 1 Emissions	MtCO <sub>2</sub> e	3.1	3.1	2.88
Scope 2 Emissions (Location based)	tCO <sub>2</sub> e	1,762	1,747	1,743

\* For Scope 1 and Scope 2 emissions: Gases included are CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O.

Consistent with our dedication to reducing GHG emissions, we achieved a substantial reduction in Scope 1 emissions relative to our 2022 baseline, totalling 246 KtCO<sub>2</sub>e, mainly from commissioning a new energy-efficient power plant, plus an additional 1.2 KtCO<sub>2</sub>e via upgraded instrument air compressors.



## GHG Emissions Sources

The following chart illustrates our GHG emissions sources, along with potential technologies and initiatives to help us reach net zero emissions:



### GHG Intensity

	Units	2023	2024	2025
GHG Emissions Intensity*	tCO <sub>2</sub> e/tLNG	0.260	0.250	0.246
Scope 1 GHG Emissions Intensity	tCO <sub>2</sub> e/tLNG	0.260	0.250	0.246

\* Only Scope 1 GHG emissions are included. Scope 2 have a negligible impact on the intensity.  
\* Gases included are CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O.

In 2025, the 1.6% reduction in GHG intensity stemmed from two shutdowns (April and September), additional train trips, and unplanned stoppages, further supported by optimised operational efficiency, incremental GHG mitigation initiatives, and a refined GHG reporting methodology that corrected prior emission estimates. Despite lower LNG production volumes compared to 2024, we sustained top-quartile GHG intensity, underscoring our operational excellence and the effectiveness of short-term reduction programmes.

## 2025 Initiatives

### Initiatives Implemented and undertaken in 2025

#### Monitoring the Ozone-Depleting Substances (ODS) Emissions

Oman LNG actively works towards replacing all ozone-depleting substances with ozone-friendly alternatives. This initiative is in line with Oman's Hydrochlorofluorocarbons (HCFC) Phase-Out Plan, through which the country has pledged to achieve a 100% phase-out of HCFCs by 2030. Additionally, an emission calculation sheet has been developed to enable us to monitor refrigerant losses from both corrective and preventive maintenance activities and to record and track the amount of refrigerant losses, allowing us to take proactive measures to prevent further emissions.

#### Green Belts Initiative

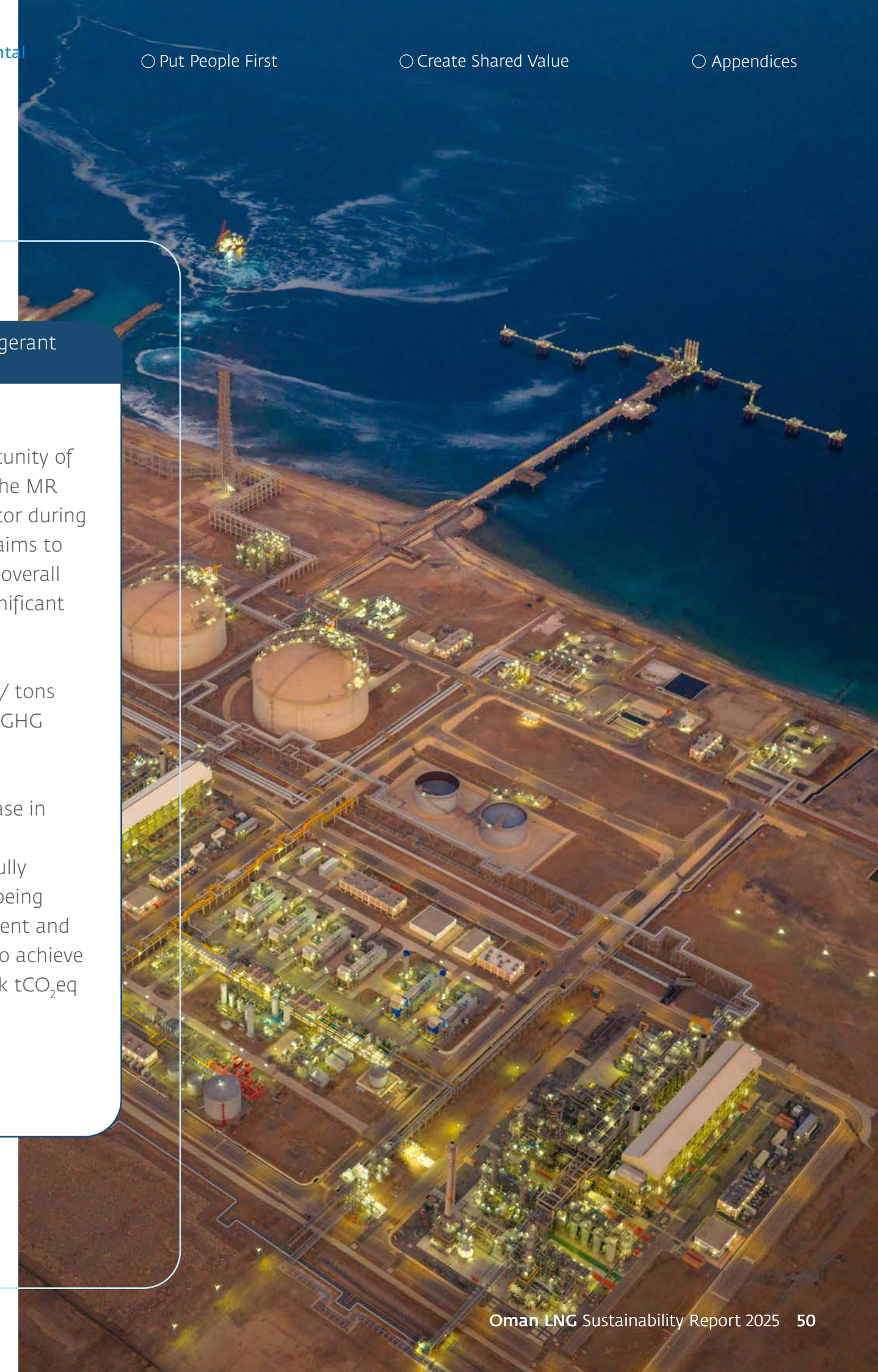
During 2025, we initiated the Oman LNG Green Belts Study through effective collaboration with key stakeholders, including ODF, Facilities management (FM), In-Country Value (ICV) team, Environmental Authority (EA), Ministry of Education, Wali's Office, Ministry of Higher Education, and relevant Non-Governmental Organisations (NGOs).

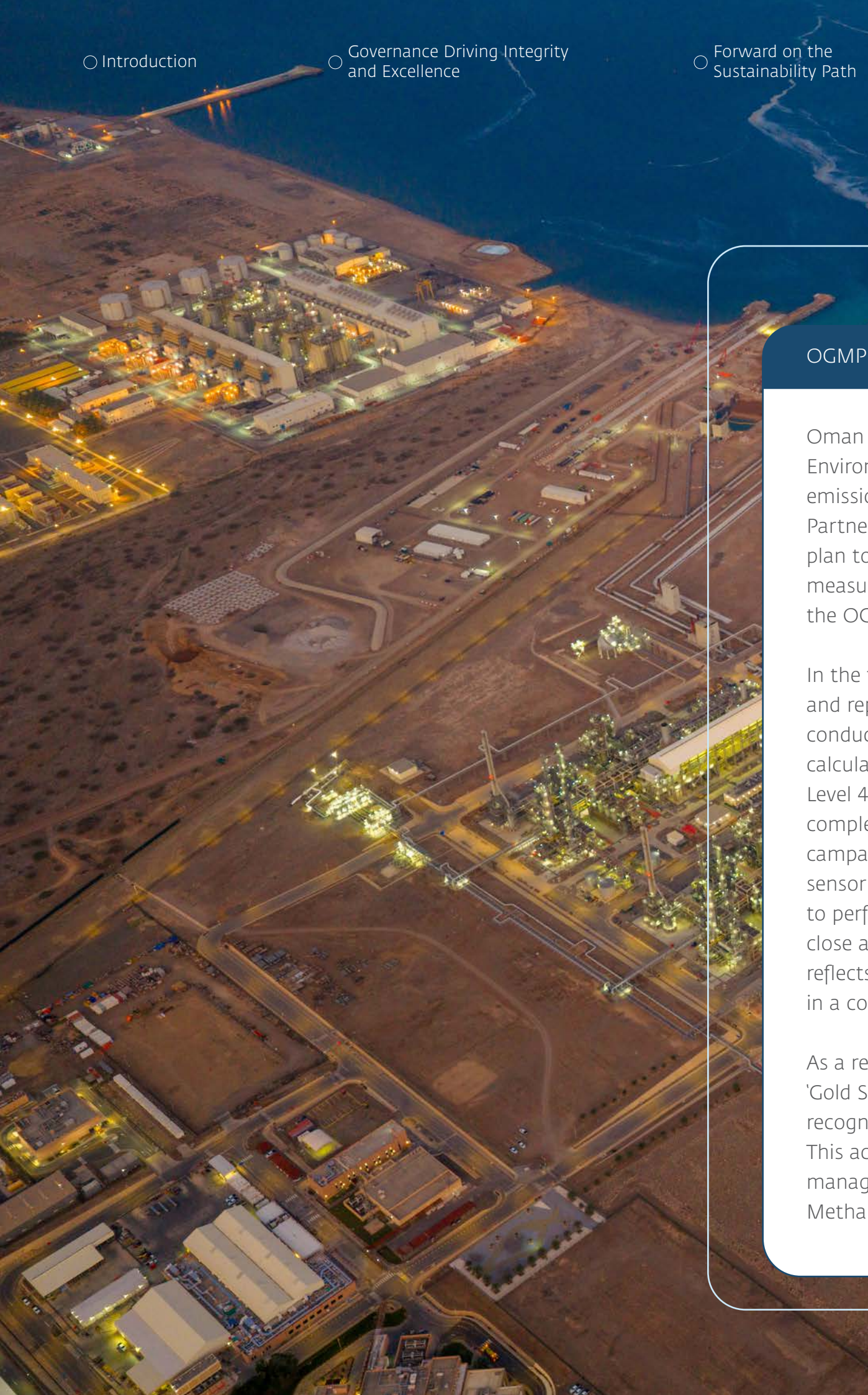
#### Load Shifting In The Mixed Refrigerant (MR) Process Turbines

During 2025, a workshop was conducted to explore the opportunity of implementing load shifting for the MR process turbines to a helper motor during winter operations. This change aims to optimise energy use and reduce overall fuel consumption, delivering significant benefits, including:

- Reduction in GHG Intensity: Approximately 0.0015 tCO<sub>2</sub>eq/ tons of LNG rundown decrease in GHG intensity.
- Improved Thermal Efficiency: Approximately a 0.05% increase in plant thermal efficiency.

This initiative has been successfully tested on one train and is now being progressed for further development and implementation. It is expected to achieve a reduction of approximately 10 k tCO<sub>2</sub>eq per year.





## Initiatives Implemented and undertaken in 2025

### OGMP 2.0- Site Level measurement (Level 5)

Oman LNG signed a memorandum of understanding with United Nations Environment Programme (UNEP) to further upgrade our methane emissions measurement and reporting as per the Oil & Gas Methane Partnership 2.0 (OGMP 2.0) framework. We developed a structured plan to enhance the accuracy and reliability of our methane emissions measurement and quantification processes and ensure alignment with the OGMP 2.0 framework.

In the fourth quarter of 2024, we completed a methane measurement and reporting campaign covering flares, vents, and fugitive emissions, conducted by our third-party partner. We successfully updated our GHG calculation tools with the new data for 2024 reporting, achieving OGMP Level 4 Gold Standard Reporting. In the fourth quarter of 2025, we completed successfully our site-level methane emission measurement campaign survey the entire plant by utilizing drone-based mounted with sensor technology by our local third-party partner. This activity is essential to perform a reconciliation of our source- level and site-level results and close any gaps to improve the accuracy. The success of this campaign reflects the collaborative efforts and adaptability of the Oman LNG team in a continuously evolving field within the Oil and Gas industry.

As a result of our rigorous efforts, Oman LNG received the prestigious 'Gold Standard Pathway' award from UNEP for the second time in recognition of our commitment to accurate methane management. This achievement underscores Oman LNG's commitment to methane management and to in line with Oman's Vision 2040 and the Global Methane Pledge.

### Enhancing Plant Thermal Efficiency, Reporting And Target Setting

In 2025, a new programme was launched with the objective of identifying innovative ways to further improve the thermal efficiency of the plant's existing trains. This initiative aimed to optimise performance and drive operational excellence.

To kickstart the programme, a multidisciplinary team convened for an opportunity framing session in the first quarter of 2025. This collaborative approach allowed experts across various domains to align goals and identify areas of focus. Currently, a comprehensive list of initiatives is being developed, with associated potential gains being analysed to prioritise impactful actions. This year, Oman LNG began reporting plant thermal efficiency in our corporate scorecard, measured as a percentage of LNG production. This initiative emphasised performance tracking and drove accountability toward energy efficiency goals.

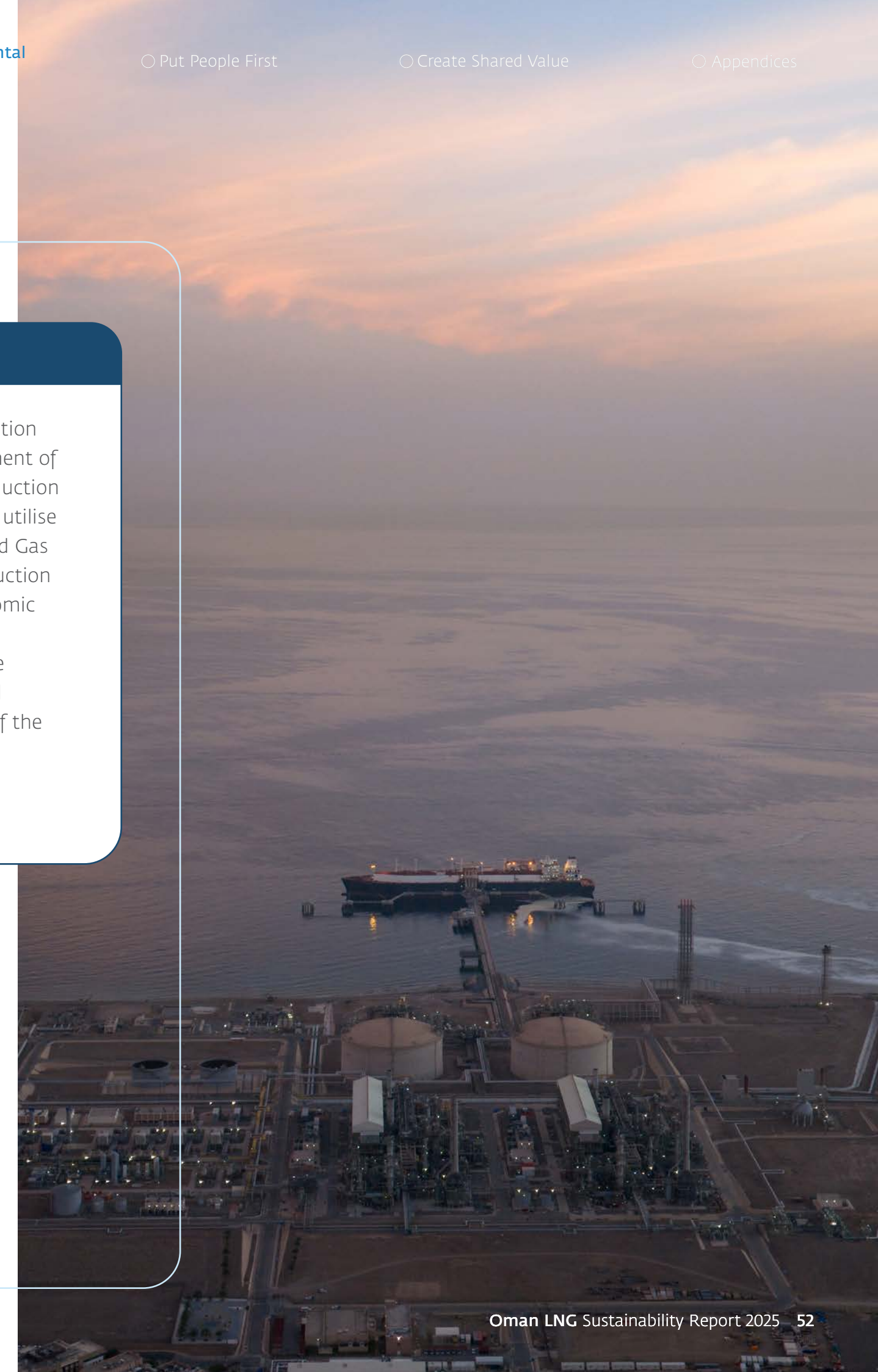
## Research and Development (R&D) Ongoing Studies

### Methanation Pilot Plant

OLNG in collaboration with Kanadevia corporation Japan is currently conducting a 1) pre-Front End Engineering (FEED) study for methanation Pilot plant to de-risk isothermal methanation technology which is integrated with electrolyser, CO<sub>2</sub> source and LNG plant for commercial scale. This pilot study explores a practical pathway to synthetic methane production by integrating captured carbon dioxide (CO<sub>2</sub>) from the Acid Gas Removal Unit (AGRU) with green hydrogen. The concept originated from the availability of a high-purity CO<sub>2</sub> stream (~99%) at our facility offering valuable input for Power-to-Methane (PtM) production. Green hydrogen will be produced via electrolysis powered by electricity and then reacted with the captured CO<sub>2</sub> through the Sabatier reaction, forming synthetic methane (CH<sub>4</sub>) in a controlled methanation process. The resulting synthetic methane is fully compatible with existing natural gas infrastructure, presenting a unique decarbonisation opportunity for Oman LNG and offering a sustainable future option. This pilot directly supports Oman Vision 2040 by promoting clean technology adoption, industrial innovation, and sustainable energy diversification. It also plays a foundational role in enabling Oman's Net Zero 2050 ambition, positioning synthetic methane as a future-proof energy vector that bridges traditional gas operations with low-carbon transition pathways. Pre-FEED study is expected to be completed in first quarter of 2026.

### Methanation Commercial Concept Study

This initiative involves a concept study by OLNG, in collaboration with Kanadevia Corporation Japan, to evaluate the development of a commercial methanation plant for synthetic methane production in Sur. The study assesses multiple production concepts that utilise carbon dioxide (CO<sub>2</sub>) captured from all three trains of the Acid Gas Removal Unit (AGRU), integrated with green hydrogen production and renewable energy sources such as wind and solar. Economic parameters including the levelised cost of hydrogen (LCOH) and levelised cost of methane (LCOM) are analysed alongside infrastructure needs, techno-commercial considerations, and regulatory factors to inform the business case. Completion of the concept study is scheduled for second quarter 2026.



## Ongoing Initiatives and Studies for Future Implementations

### Wave Energy Assessment with Sultan Qaboos University (SQU)

This initiative examines the potential of harnessing wave energy along the coast of Sur through a comprehensive resource assessment and techno-economic analysis. It utilises baseline data on wave, wind, and bathymetric conditions to evaluate the feasibility of deploying various global wave energy converter (WEC) technologies across different site scenarios. The technical review aims to identify the most suitable WEC options for the region, with outcomes to be detailed in the forthcoming techno-economic feasibility report, expected by Q1 2026.

### Full Auxiliary Power Import

This focuses on reducing greenhouse gas emissions at Oman LNG in alignment with national reduction targets through the electrification pathway and importing power from the external grid. This approach is anticipated to lower Scope 1 emissions, enhance plant thermal efficiency, and decrease fuel gas consumption. The existing open-cycle power plant will be retired once grid connection is established, leveraging the grid's low carbon intensity and the potential for renewable energy integration to further reduce Scope 2 emissions. The power import project is currently in the pre-FEED phase, with start-up targeted for 2029.

### Hydrogen integration into the existing infrastructure of gas networks in Oman (SQU)

The integration of hydrogen into Oman's existing gas network through a detailed economic analysis of hydrogen-natural gas mixtures. Using real operational data from the Fahud to Sohar pipeline section, the study assessed capital expenditure (CAPEX), operating expenses (OPEX), life cycle cost (LCC), and levelised transport cost (LCOT) across varying hydrogen ratios. The evaluation considered functional components such as compressors, valves, and other critical gas transportation infrastructure to determine commercially viable and cost-effective operational scenarios. The case study was completed in March 2025.

## Ongoing Initiatives and Studies for Future Implementations

### Collaboration with OQ Alternative Energy (OQAAE) for Industrial Scale Renewable Plant / Green Power Purchase Agreement (PPA)

Oman LNG collaborated with OQGN (National champion) to study renewable power integration with existing grid for full auxiliary power import project. The objective of assessment was to evaluate LCOE (Renewable and overall electricity cost) under Power Purchase Agreement (PPA) type of arrangement. Both Wind and Solar PV were considered in this analysis to maximise renewable power and the most optimum configuration was arrived which resulted in lowest LCOE with maximum scope-2 reduction. The input from this study will be used for economic analysis and to further mature renewable power integration option for power import project.

### Pre-Feasibility Assessment on Post-Combustion CCUS

In 2025, an in-house screening study was launched to explore post-combustion CCUS as an alternative to electrification. The study confirmed that post-combustion CCUS can achieve 90% CO<sub>2</sub> capture efficiency, enabling the abatement of 2.44 MtCO<sub>2</sub>e annually, equivalent to 84% of Oman LNG's Scope 1 emissions.

## Tracking the Impact of Our Past Initiatives

### IA Compressor Optimisation

We implemented an initiative to optimise the operation of its instrument air (IA) compressors in 2024. Under the original design, the compressors continuously vented excess compressed air, resulting in unnecessary energy loss. By introducing an Anti-surge and performance control system, Oman LNG significantly reduced venting and compressor power consumption, thereby lowering associated GHG emissions. This opportunity is estimated to deliver GHG savings of approximately 1.7 ktpa CO<sub>2</sub>e.



“

True leadership in the LNG sector requires a relentless focus on decarbonisation. Our mission is to transform how we manage greenhouse gases—pioneering low-carbon solutions that ensure every molecule of energy we produce supports a more resilient planet.

Hamed Al Mamari

Executive General Manager  
Technical services and Decarbonisation



### Looking Forward

Our energy transition plans are aligned with the national strategy and the targets established for the oil and gas sector, which mandate a reduction in greenhouse gas (GHG) emissions by 7% by 2030. In collaboration with Kanadevia, Oman LNG is developing synthetic methane technology that utilises green hydrogen and captured CO<sub>2</sub> to produce synthetic methane. This initiative represents a pathway for energy transition at Oman LNG and is consistent with the National Hydrogen Strategy.

As we continue our decarbonisation journey, our focus will be on scaling high-impact technologies, improvement of plant thermal efficiency, deepening strategic partnerships, and developing the most viable GHG reduction opportunity aligned with national strategy. We will embark on the energy efficiency programmes and continue to explore emerging technologies such as Methanation, expand collaboration with national stakeholders, and prioritise initiatives that deliver measurable emissions reductions while enhancing operational efficiency and business resilience.

# Managing Air Quality Across the Value Chain

We recognise the influence that air emissions have on natural habitats and the wellbeing of local populations. Oman LNG continues to address non-GHG pollutants such as Nitrogen Oxides (NOx) and Volatile Organic Compounds (VOCs) by tracking and managing these emissions in line with the Shell Performance, Monitoring & Reporting Specifications. To maintain rigorous oversight of atmospheric conditions within our residential complex, we produce comprehensive quarterly reports from our Air Quality Monitoring Station (AQMS), which operates continuously. We connected our AQMS to the EA server as part of the Sur AQMN Network. This integration enhances real-time air quality monitoring, while our collaboration with peer operators maximises the overall benefits of the Sur Air Quality Monitoring regime. Oman LNG's active role on the AQMN committee helps reinforce this region-wide monitoring system. Prioritising air quality and health, our ongoing efforts are designed to minimise the ecological and community impact of our operations.

**Following our commitment to cutting non-GHG emissions and improving air quality, we achieved reductions of 4.7% in NOx in 2025. This progress reflects our ongoing dedication to maintaining exceptional air quality standards.**



## 2025 Initiatives

### Cold Gas Recovery

The Cold Gas Recovery project was designed to achieve a potential reduction of approximately 120 tonnes of CO<sub>2</sub> emissions per day by mitigating flaring during train outages. The average cold gas recovery stands at approximately 60 tonnes per day. This recovered cold gas will be utilised to maintain the cold operational state of the Main Cryogenic Heat Exchangers (MCHE) during turnaround periods, in accordance with specific MCHE operational requirements. The implementation of this initiative not only supports enhanced operational reliability but also reinforces Oman LNG's commitment to sustainable practices and the reduction of greenhouse gas emissions.

### Continuous Emission Monitoring Systems (CEMS)

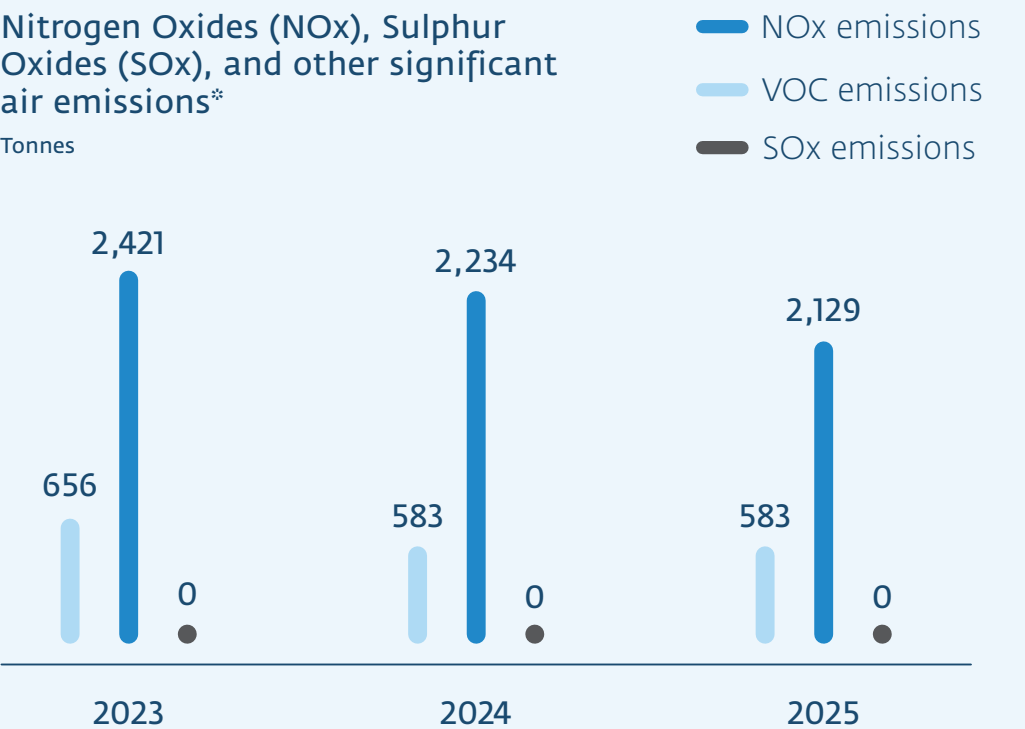
In 2025, Oman LNG advanced its environmental management initiatives with the installation of Continuous Emission Monitoring Systems (CEMS) across its facilities. Designed to provide real time data on flue gas emissions, these systems enable immediate response when readings approach or exceed regulatory thresholds, while also offering the capability to retrospectively review emission trends. This dual functionality ensures both continuous compliance with environmental standards and a proactive approach to emission control. By the end of December, the project had achieved 92% completion, with the remaining stacks scheduled for installation by Q1 2026. Once fully in place, the CEMS will be connected live to the Authority's server, enabling seamless data sharing and reinforcing Oman LNG's commitment to sustainable operations.

### Connecting Oman LNG AQMS with EA Server as well as Madayn AQMN

The connectivity of Oman LNG's Air AQMS with the Environment Authority server and Madayn is designed to ensure centralised and secure air quality monitoring. This integrated setup enables regulatory compliance, delivers consistent and reliable data, and supports coordinated reporting in parallel with other AQMS operating across Sur.

### Nitrogen Oxides (NOx), Sulphur Oxides (SOx), and other significant air emissions\*

Tonnes



\* VOCs and NOx emissions calculations are in line with the Shell Performance, Monitoring & Reporting Specifications.  
\*SOx - Since the SOx emission is below the specified threshold, it has been indicated as "Zero".

# Sustaining Momentum Through Resource Management

Sustaining momentum in a rapidly evolving energy landscape demands disciplined, forward-looking resource management. By strategically optimizing the use of natural and operational resources, we continue to reinforce the resilience, reliability, and efficiency of our operations.

## 2025 Highlights

**Zero** high-potential incidents and Tier-1 leaks

**33%** increase in recycled hazardous waste



## Responsible Water Management

For Oman LNG, managing water resources responsibly is a core operational priority. Our primary sources are seawater and third-party water, carefully sourced to avoid areas experiencing scarcity. Through diligent tracking of consumption and the implementation of conservation, recycling, and efficiency initiatives across our facilities, we remain committed to continuously reducing our overall water footprint. Oman LNG's water performance indicators are fully aligned with Omani environmental regulations and the high standards established by our environmental team.

To support this commitment, our water-related primary data is captured through strategically deployed flowmeters across operations, providing precise, real-time readings of water withdrawal and discharge. Third-party water usage is recorded based on the number of water tankers delivered during periods of high demand such as the two scheduled turnarounds involving planned maintenance in 2025. This data is systematically consolidated, verified for accuracy, and structured into comprehensive reports, enabling effective monitoring and informed strategic decision-making.

### Water Consumption\*

Mega Litres

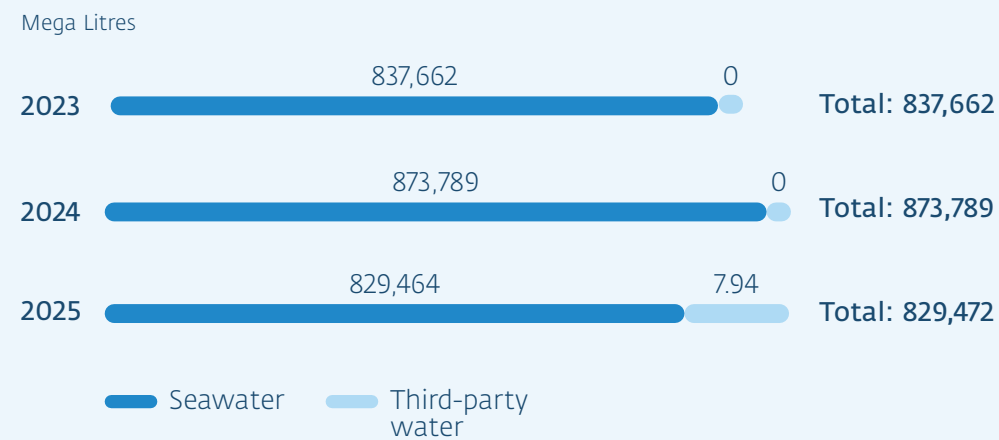


\*Calculations related to surface water, groundwater or produced water are not applicable to Oman LNG.

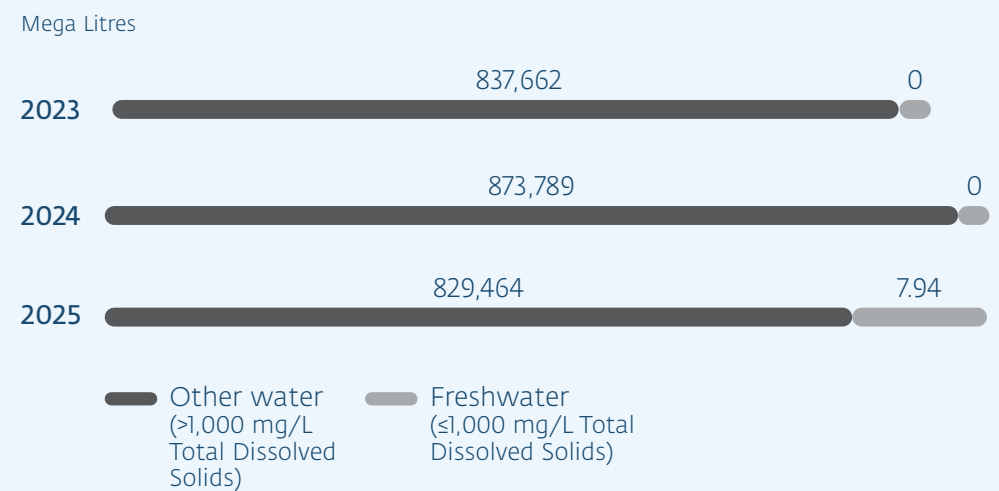
In 2025, our total water withdrawal declined by 5% compared to 2024, primarily due to two major turnarounds that took place during the year.

## Water Withdrawal

### Breakdown of the Total Water Withdrawal by Sources

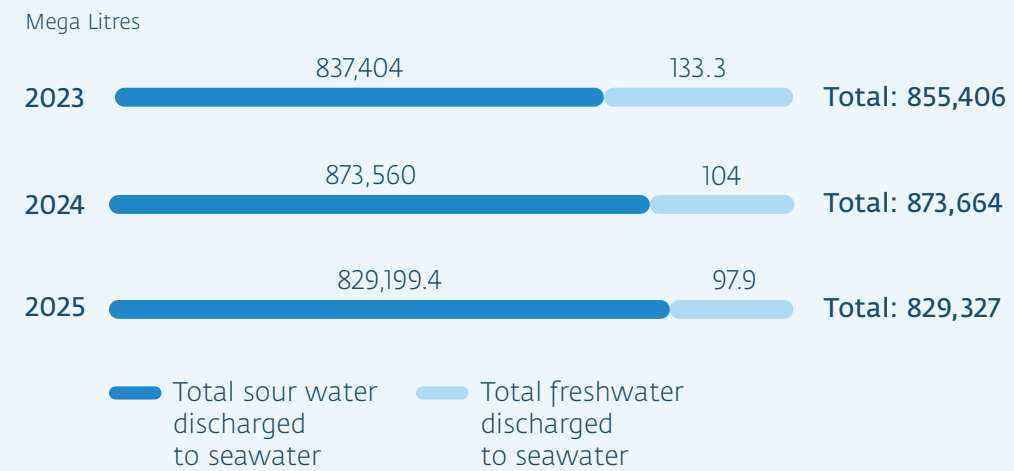


### Breakdown of the Total Water Withdrawal by the Following Categories

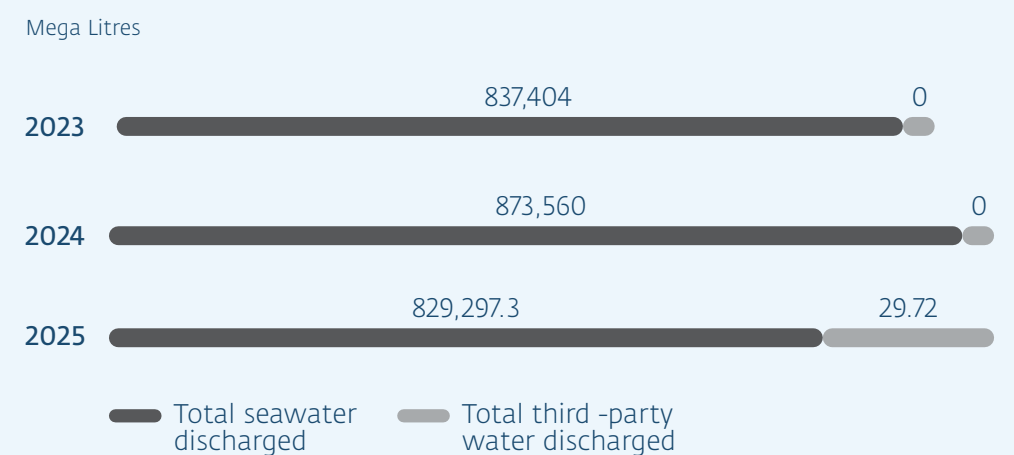


## Water Discharge

### Breakdown of the Total Seawater Discharged by the Following Categories



### Breakdown of the Total Water Discharged by Types of Destination



Oman LNG maintains a commitment to responsible water stewardship, ensuring zero water discharge in water-stressed regions and continuously monitoring water withdrawals and consumption across all processes and facilities.

We also apply controls for substances of concern, such as sodium hypochlorite, generated from seawater via a seawater electrolyser unit and injected into the seawater used in our once-through cooling system. When seawater is discharged back into the sea, we adhere to discharge limits set by local regulations, managing these substances in accordance with international best practices and Oman's regulatory requirements. Notably, critical systems such as Sea Cooling Water (SCW) are monitored to ensure full compliance with the Environment Authority's discharge and quality standards and the ministerial decision MD159/2005.

“

Water is a vital global resource. Our commitment to efficient water management reflects our broader promise to operate with environmental sensitivity while powering the world.

**Khamis Al Hashmi**  
Chief Financial Officer



## 2025 Initiatives

### Environmental Mitigation Project to Prevent Continuously Oil Contaminated (COC) Waste Overflow

- Installed an alarm on the COC pit level indicator as a proactive measure to trigger timely emptying, maintaining a safe buffer level, along with the installation of level gauges on COC pits to enable accurate monitoring.
- Feasibility study for constructing a secondary containment system around the COC pit to prevent contaminated water from overflowing into the soil.

### Soil and Groundwater Conceptual Site Model

- Conducted a conceptual site model to identify potential soil and groundwater contamination.
- Implemented mitigation measures and recommendations based on the study's findings to protect local environmental resources.

### Set up of Long-Term Contracts to Manage Wastewater

Established long-term agreements with certified treatment facilities to ensure the responsible disposal of contaminated water. This process ensured that wastewater was treated to the highest standards before being safely discharged into the environment or repurposed for sustainable applications, such as irrigation.

### Water Consumption Reduction Initiative

Explored opportunities to further reduce water consumption through efficiency and conservation measures.

## Waste Management

Guided by our commitment to environmental protection as defined in our HSE Policy, we ensure that all parties involved in waste generation, both within Oman LNG and among our partners, adhere to best practices for responsible waste management<sup>7</sup> and disposal including the Ministerial Decision No. 17/93 and 18/93, issuing the Regulations for the Management of Hazardous and Non-hazardous Waste in Oman and Ministerial Decision No. 51/2023, a more recent waste/environmental regulatory decision issued in 2023 that updates or complements existing waste management and environmental requirements in Oman. We leverage our waste management strategy, which follows a six-tier hierarchy: avoid, reduce, reuse, recycle, recover, and dispose. Through this approach, we consistently seek inventive methods to minimise waste and optimise materials flow, transforming challenges into opportunities for regenerative growth and lasting positive impact.

**We achieved a 45% diversion of waste from landfill through the successful implementation of our circular economy approach, surpassing our target of a 10% diversion from the overall waste generated in the 2022 baseline year.**

Oman LNG established the "Work Instruction for Management of the Oman LNG Hazardous Waste Compound<sup>8</sup>" to clearly define roles, responsibilities, and procedures for the receipt, storage, spillage response, issuance, dispatch, and handling of hazardous

waste within the designated area. This document also delineates specific duties for waste generators, the Environment section, and our business partners to guarantee strict compliance and effective management of hazardous waste at every stage, ensuring safe handling of waste at the Hazardous Waste Storage Area (HWSA).

Complementing these efforts, data on non-hazardous waste generation is collected monthly from relevant departments. This includes scrap waste, food and green waste, paper, calcium carbonate, other project-related non-hazardous waste, as well as domestic waste from Hay Al Shurooq Housing Complex (HAS), Sur Town Office (STO), and Head Office (HO) operations. Hazardous waste, on the other hand, is meticulously tracked using the advanced E-manifest system and validated through E-consignment notes, ensuring accurate and reliable reporting.



<sup>7</sup> At Oman LNG all waste management activities are conducted offsite to ensure compliance and environmental responsibility.  
<sup>8</sup> For further details please refer to the "Waste Management" section of our [2024 Sustainability Report](#), page 49.

## Circularity Practices at Oman LNG

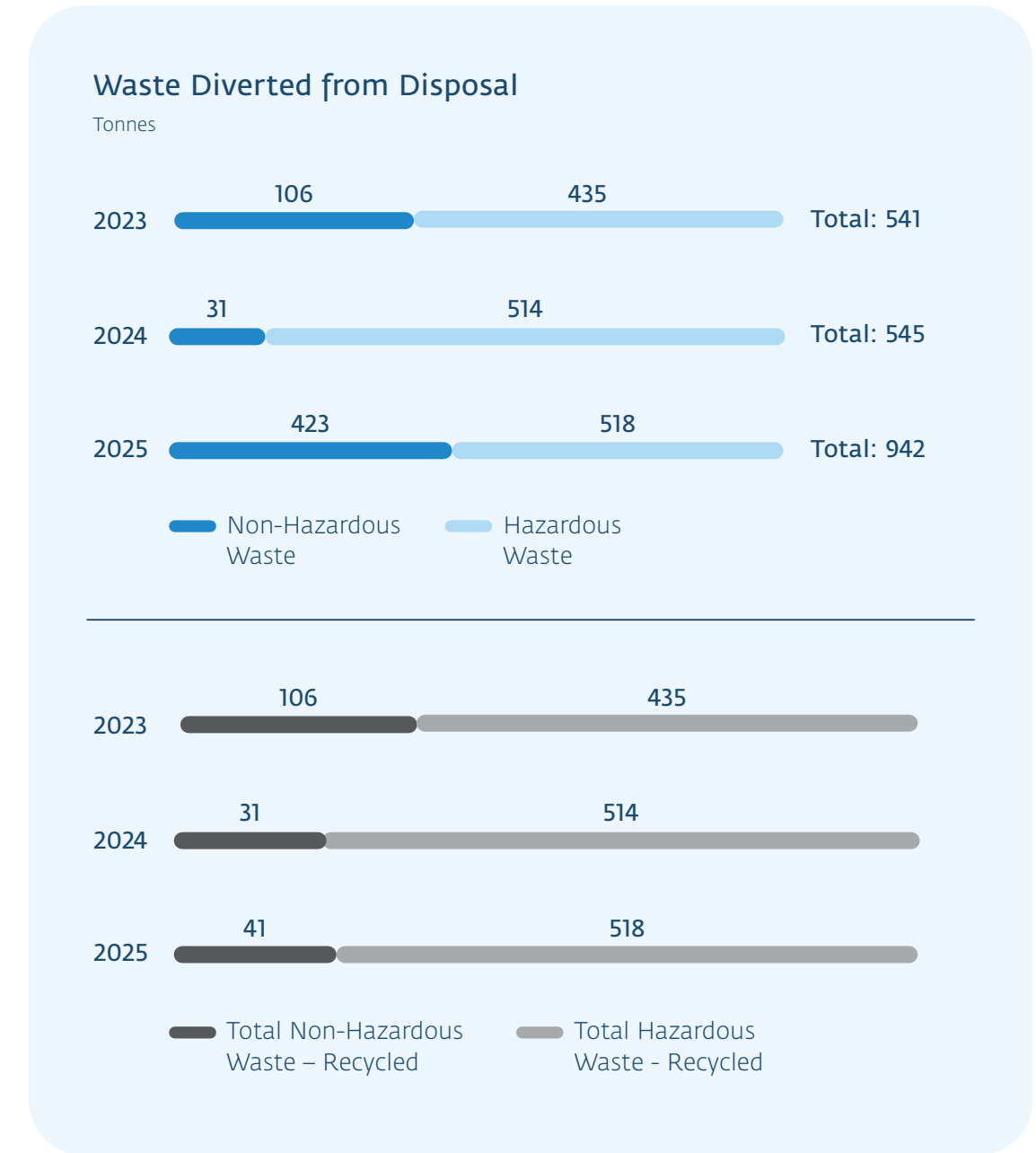
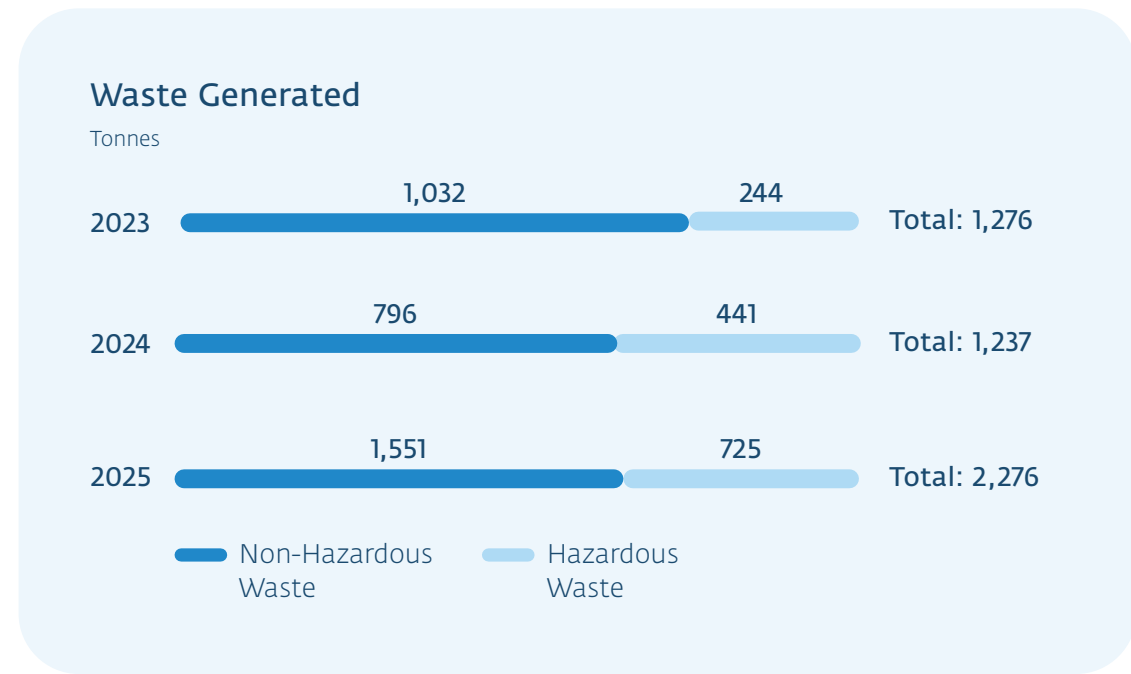
Recognising the environmental and economic benefits of resource optimisation, Oman LNG has adopted a circular economy approach by transforming waste into valuable resources for new applications. This strategy maximises resource efficiency, reduces environmental impact, and drives sustainable innovation across our value chain. The approach includes the following steps:



As per the environmental impact assessments to identify key inputs, activities, and outputs that may cause significant actual or potential waste impacts, enabling the implementation of appropriate monitoring and mitigation measures. These considerations apply to specific project activities, expansions, modifications, shutdowns, upgrades, enhancement works on buildings and assets, and civil projects. We track waste generation across all our locations to monitor performance and optimise our sustainable waste management efforts. In 2025, a notable increase in hazardous waste and non-hazardous waste arose mainly due to two major turnarounds involving planned maintenance activities that generated additional waste through extensive material replenishment and replacement.



The significant increase in non-hazardous waste diverted from disposal, rising from 31 tonnes in 2024 to 423 tonnes in 2025, is primarily attributable to the diversion of wood, metal, green, and food waste, along with smaller quantities of glass and paper. This initiative forms a key component of Oman LNG's circular economy strategy.



Our performance is supported by the successful diversion of multiple non-hazardous waste streams from landfill, including scrap metal, food and green waste, paper, glass, and wood. Although recovery activities are not yet in place, a significant portion of greenery and wood waste from plantation activities is diverted from landfill, contributing to more sustainable waste management practices. In 2025, we exceeded our target of diverting 10% of waste from landfill by successfully diverting 45% of waste from landfill compared to the 2022 baseline year.

The 0.8% increase in recycled hazardous waste is attributed to the recycling of waste oil and contaminated water, while the 33% increase in recycled non-hazardous waste reflects a marginal improvement in recovery efforts.

In 2025, the increase in both hazardous and non-hazardous waste directed to disposal was largely due to two major turnarounds involving planned maintenance to repair and replace associated elements. This resulted in

elevated waste volumes from replenishment and replacement of materials. Furthermore, the initiation of a new contract with National Friendly Environment has also contributed to the overall rise.

Waste Directed to Disposal	Units	2023	2024	2025
Non-Hazardous Waste	tonnes	1,032	774	1,166
Hazardous Waste	tonnes	344	44	132
Total Waste directed to disposal	tonnes	926	818	1,298
<b>a) Total weight of hazardous waste directed at disposal</b>	<b>tonnes</b>	<b>344</b>	<b>44</b>	<b>132</b>
i) Incineration	tonnes	77	44	108.6
ii) Landfilling	tonnes	267	0	23.6
<b>b) Total weight of non-hazardous waste directed to disposal</b>	<b>tonnes</b>	<b>926</b>	<b>774</b>	<b>1,166</b>
i) Incineration	tonnes	0	0	0
ii) Landfilling	tonnes	926	774	1,166



**We view waste management as a strategic opportunity for circularity. By rethinking our waste streams, we drive operational resilience and demonstrate our commitment to a sustainable, resource-efficient economy.**

**Mansoor Al Shaaily**  
Environment Manager



# Spill Prevention and Control

We are firmly committed to protecting both personnel and the environment by proactively managing risks associated with oil spills and leaks throughout all our operations, including storage and loading facilities. Every spill incident is thoroughly documented and quantified using the 'Besafe' incident reporting system to ensure accountability and transparency. Our Leak Management Procedure<sup>9</sup> clearly defines roles, responsibilities, and preventive measures aimed at achieving the "Goal Zero" objective.

This procedure is specifically designed to identify potential leaks early and guarantee prompt, effective control and mitigation whenever incidents occur. Its coverage encompasses all areas of the Oman LNG site, including process, utility, storage, and loading zones, and addresses both reactive spill responses and proactive fugitive emission monitoring. These comprehensive measures highlight Oman LNG's strong commitment to operational excellence, environmental responsibility, and stringent safety and compliance standards. In the event of a spill, the Oil Spill Response Plan is immediately enacted, clearly outlining the roles and responsibilities of Oman and affiliated organisations based on the severity level of the incident.

Each year, we conduct rigorous and comprehensive oil spill response drills in strategic collaboration with local authorities to meticulously evaluate our preparedness and response protocols, proactively mitigate risks, and uncover opportunities for continual refinement and optimisation.

**Since 2020, we have consistently maintained a record of zero significant leaks across our sites.**

## 2025 Initiatives

### Wood Recycling Initiative

This initiative has successfully diverted 14.47 tonnes of wood waste from landfill, marking a significant milestone in sustainable waste management. This programme transformed wood waste into valuable resources by repurposing it as poultry bedding and contributing to the process of producing organic fertiliser for local farms, thereby reinforcing both environmental responsibility and the promotion of sustainable agriculture in the region. The initiative represented a complete overhaul of the wood waste management approach, achieving a 100% recycling rate and eliminating any wood waste being sent to landfill from that point forward. This effort not only reduces landfill burden but also exemplifies a circular economy model that benefits the community and supports ecological balance.



### Beyond the Bin- Waste Utilisation in Al-Sharqiyah South

Oman LNG has signed a Collaboration Agreement with Oman Environmental Services Holding Company (be'ah) to launch the "Beyond the Bin: Waste Utilisation in Al-Sharqiyah South" initiative, a research-driven partnership aimed at advancing sustainable waste management and converting waste into valuable resources. This collaboration reflects both organisations' commitment to environmental stewardship and reinforces Oman's vision of building a greener, more circular economy.

### Food and green waste to fertilizer



Oman LNG is implementing a waste management initiative that diverts food and green waste from landfill for use in fertilizer production, thereby reducing emissions and supporting the circular economy. Ten tons of food waste generated annually at Oman LNG equals approximately 0.78 tons of methane (CH<sub>4</sub>), a potent greenhouse gas.

<sup>9</sup> For further details on the "Leak Management Procedure", please refer to the "Spill Management" of our [2024 Sustainability Report](#), page 51.

# Biodiversity and Nature as a Strategic Asset

Oman LNG is committed to preserving nature and enhancing biodiversity as important components of our environmental stewardship efforts. Guided by our HSE Policy and national regulations such as Oman's Royal Decree 114/2001, which issued the Law on Conservation of the Environment and Prevention of Pollution, we work to achieve a net positive impact on natural ecosystems, ensuring our activities do not harm terrestrial or marine habitats.

Although our activities are located within an industrial zone and away from protected marine areas, we apply strict controls to minimise ecological disturbance. We actively safeguard species and habitats of concern, ensuring no adverse impacts on wildlife listed under the International Union for Conservation of Nature (IUCN) Red List or any nationally protected ecosystems.

A key component of our biodiversity management<sup>10</sup> process is the systematic evaluation of potential operational impacts. For instance, we conduct a Conceptual Site Model for the entire site to identify and address risks, including biodiversity-related risks. Furthermore, biodiversity management requirements are integrated into all new projects, such as the Marine Outfall Project and the Train Four Expansion Project. Each initiative undergoes a comprehensive Environmental and Social Impact Assessment (ESIA), including targeted biodiversity studies. The findings from the ESIA and marine baseline surveys are recorded in the Aspect and Impact Register, which outlines action plans to ensure minimal adverse impact on biodiversity.

Complementing these efforts, monthly noise surveys are conducted within and around operational areas to minimise disturbances to local biodiversity. As part of our mitigation measures, flaring is carefully controlled to prevent adverse impacts on birds and marine life due to light and brightness levels.

Notably, our efforts extend across both marine and terrestrial environments, reflecting a holistic approach to ecosystem protection. In order to maintain a robust understanding of the local marine environment, a Marine Environmental Baseline Survey is conducted every five years. This survey monitors, samples, and analyses the marine ecosystem, updating environmental baselines, identifying trends through historical comparisons, and evaluating the condition of reef ball deployments. Conducted at the request of the EA, the survey provides critical insights into the project area's environmental status, supporting informed decision-making and effective biodiversity management. Key guidance from the survey focuses on pollution control, habitat preservation, and ongoing environmental monitoring to safeguard these gains.

In addition to the survey, we continuously monitor marine discharge parameters, such as chlorine levels, hydrocarbons, temperature, and seawater metal content, ensuring they remain within specified guideline limits.



**The 2025 Marine Environmental Baseline Survey detected no irregularities, validating the effectiveness of our advanced wastewater treatment and other proactive measures. Findings indicate a stable and thriving ecosystem near Oman LNG, marked by notable coral regeneration and rich biodiversity.**



<sup>10</sup> For further details on Oman LNG's biodiversity management, please refer to the "Safeguarding Biodiversity and Preserving Nature" section of our [2024 Sustainability Report](#), page 53.

One of our key efforts is to integrate reforestation into every new project, beginning with a rigorous quantification of biodiversity during the critical ESIA phase. Using a net positive impact approach, we set project-specific reforestation targets based on the initial baseline survey to ensure that restoration measures are appropriately designed, adequately scaled, and effectively implemented.

“

**Our operations are deeply connected to the marine environment. Prioritizing biodiversity isn't just an obligation; it is essential to protecting the vibrant ecosystems and coastal communities that sustain our industry.**

**Munira Al Mukheini**  
Lead - Environment Engineer



## 2025 Initiative

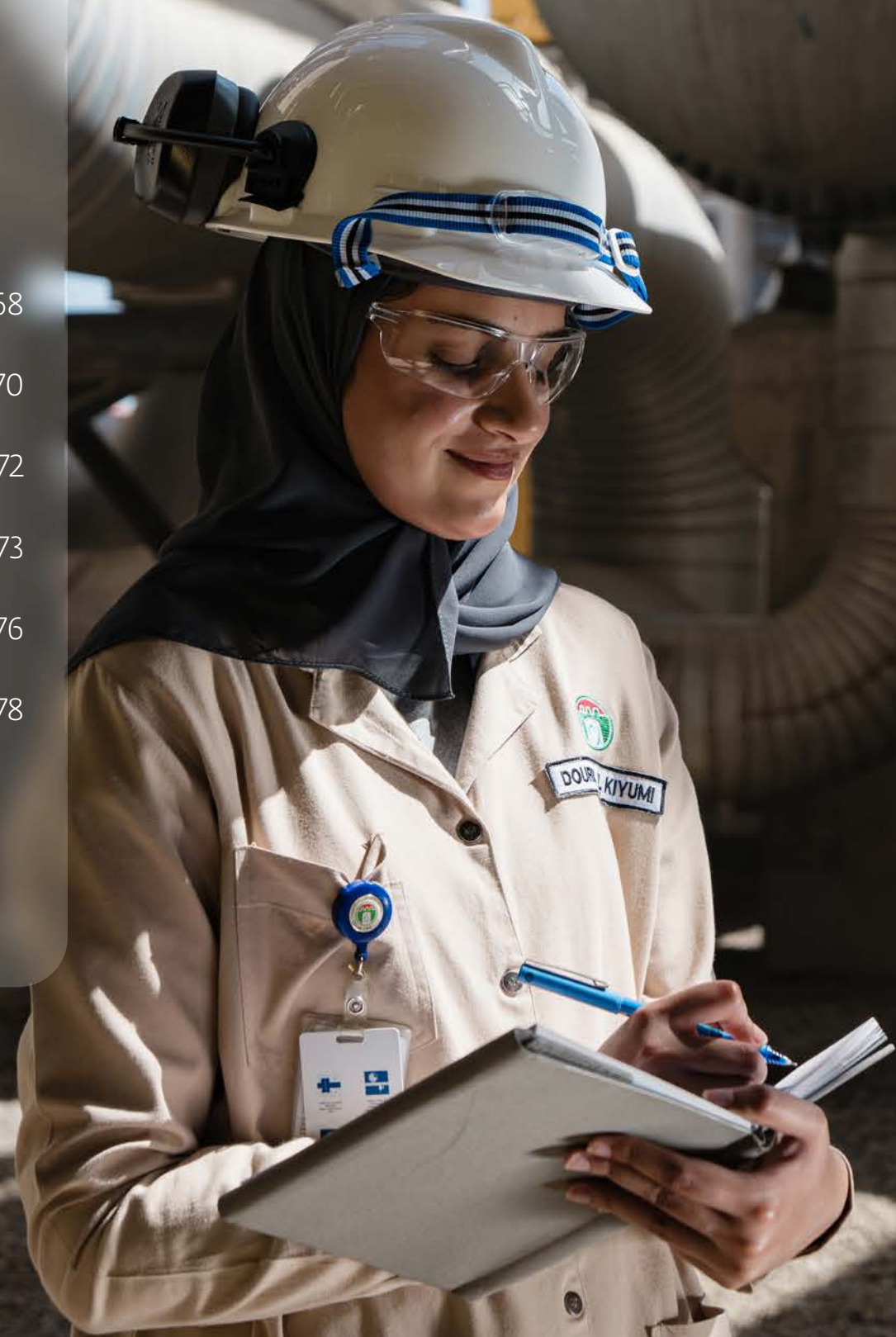
### National Biodiversity Initiative

Oman LNG signed an MOU to fund the Al Saleel Natural Reserve Development Project, one of our flagship environmental sustainability initiatives, in partnership with the Environment Authority. The project aims to enhance biodiversity conservation and promote eco-tourism through modern facilities, including an administration and visitor centre, a veterinary building, animal and bird enclosures, an elevated observation platform, a nursery for replanting native flora, and a wild tree conservation area. This initiative reflects our continued commitment to environmental protection, education, and sustainable development, supporting Oman Vision 2040 and the national goal of preserving Oman's natural heritage.



# 06 Put People First

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# Powering People

At Oman LNG, our people are our greatest asset, the foundation of our success, and the driving force behind our continued growth.

We actively focus on attracting top talent and retaining our people by offering competitive opportunities, nurturing career pathways, and fostering a culture of belonging. We are also committed to cultivating a workplace that inspires innovation, collaboration, and pride in purpose. By investing in professional development, leadership opportunities, and employee engagement, we empower our workforce to reach their full potential.

At the same time, we are committed to cultivating a workplace that respects and upholds fundamental human rights, ensuring fair treatment, equal opportunities, and a discrimination-free environment for all employees.

## SUSTAINABLE DEVELOPMENT GOALS



- Labour Market and Employment
- Well-Being and Social Protection
- Omanisation
- People with Disabilities
- Labour Rights

## Material Topics

- Employment Practices
- Non-discrimination and Equal Opportunity

We believe that our strength lies not only in what we do, but in who we are together. Beyond roles and responsibilities, we nurture a culture of trust, respect, and collaboration that unites diverse talents under a shared vision. This sense of belonging reinforces our purpose and creates a supportive environment where every individual feels empowered to grow, contribute, and thrive.

## Our People

In 2025, Oman LNG's workforce continued to be a defining driver of our organisational progress. With 672<sup>1</sup> employees from 15 nationalities, the company benefits from a broad range of experience and cultural perspectives that enrich our operations every day. This year, we were honoured to welcome 24 new employees, which marks a significant increase from 18 new employees in 2024. By achieving higher employment levels, we ensure that Oman LNG continues to strengthen performance and invest in people who help us achieve our goals.

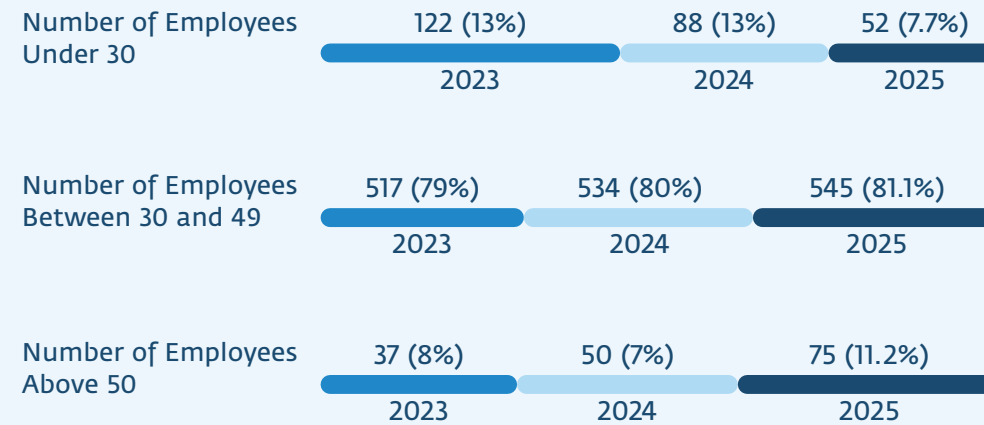
### 2025 Highlights

Over **95%** Omanisation rate

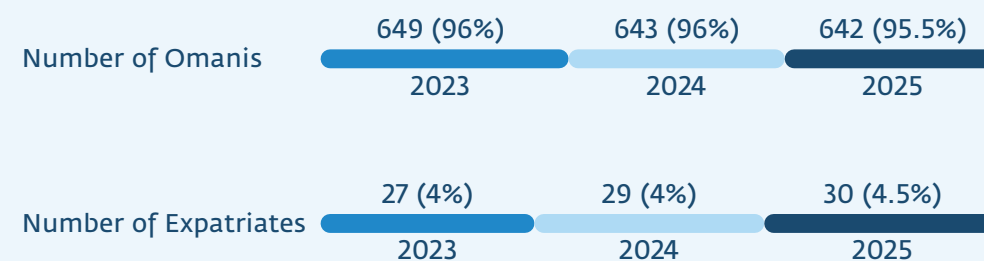
**10%** of leadership training participants are female

Launch of the Employee Assistance Programme (EAP)

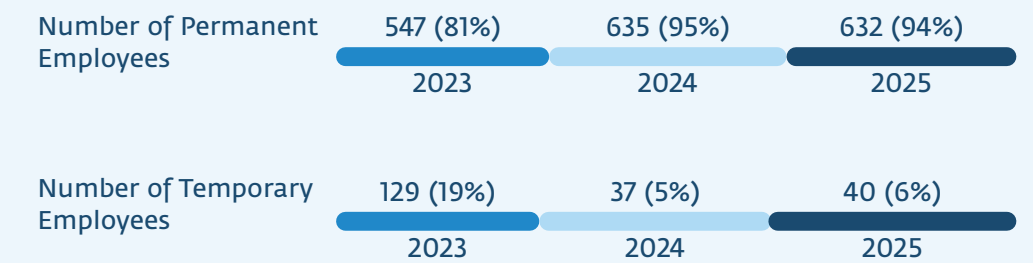
#### Employees Broken Down by Age



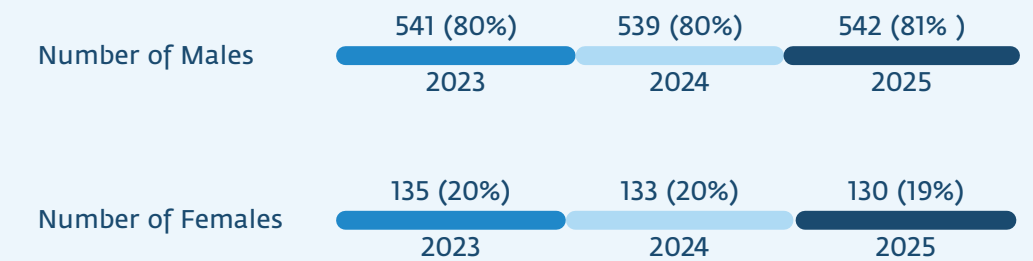
#### Employees Broken Down by Nationality



#### Employees Broken Down by Employment Type



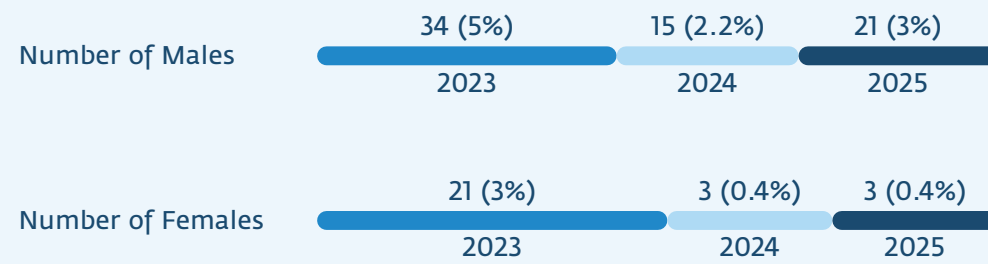
#### Employees Broken Down by Gender



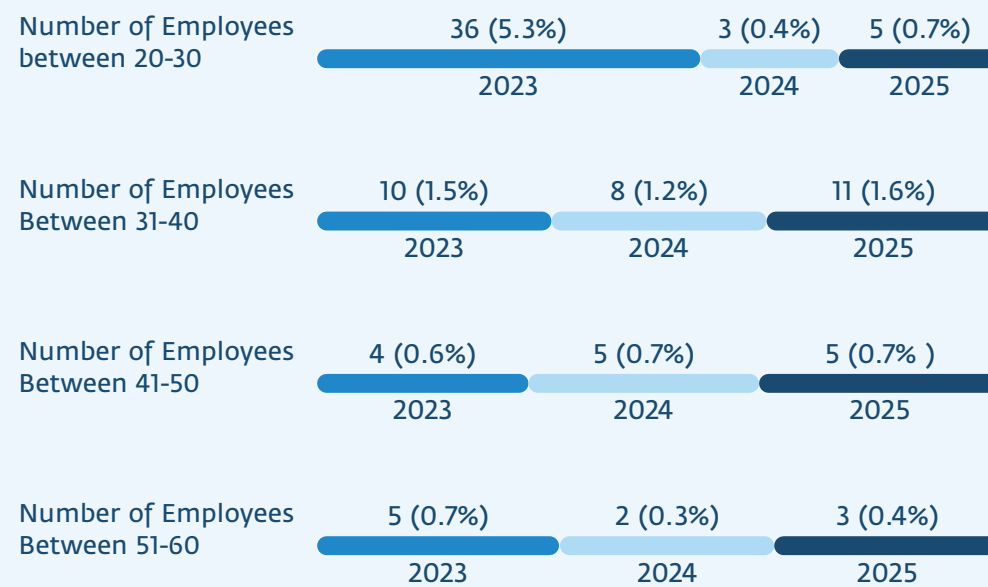
<sup>1</sup> The total number of employees includes secondees.

# Our Employee Attraction and Retention Log

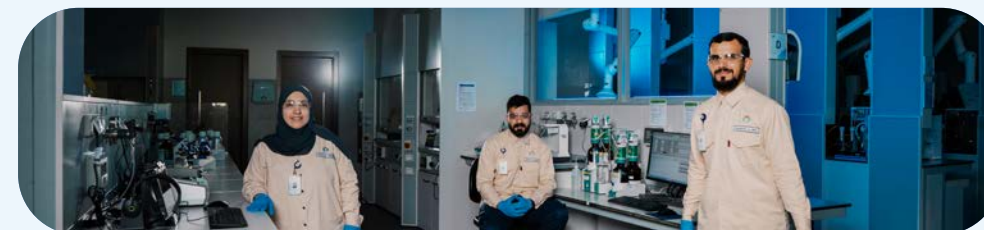
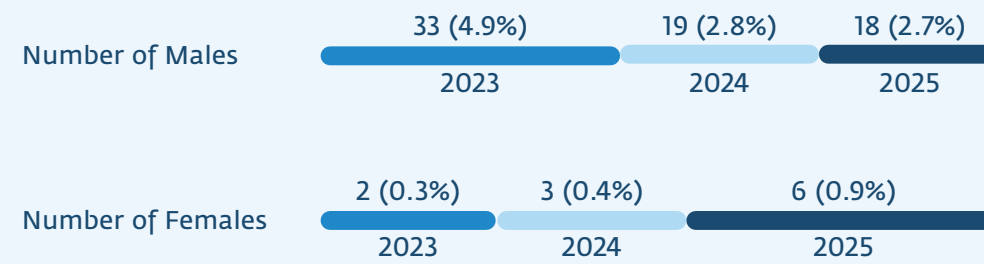
## Employees New Hires Broken Down by Gender



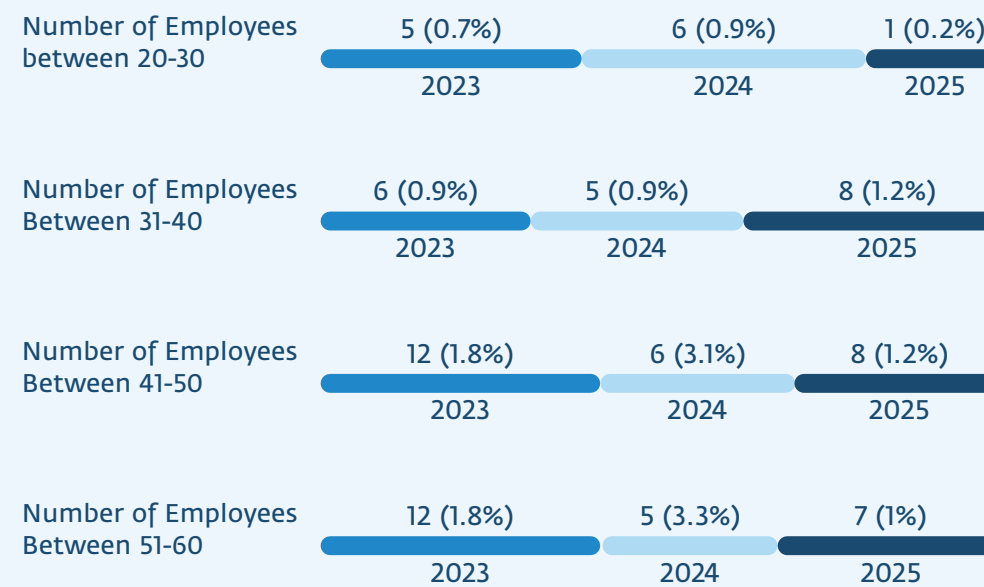
## Employee New Hires Broken Down by Age



## Employees Turnover Broken Down by Gender

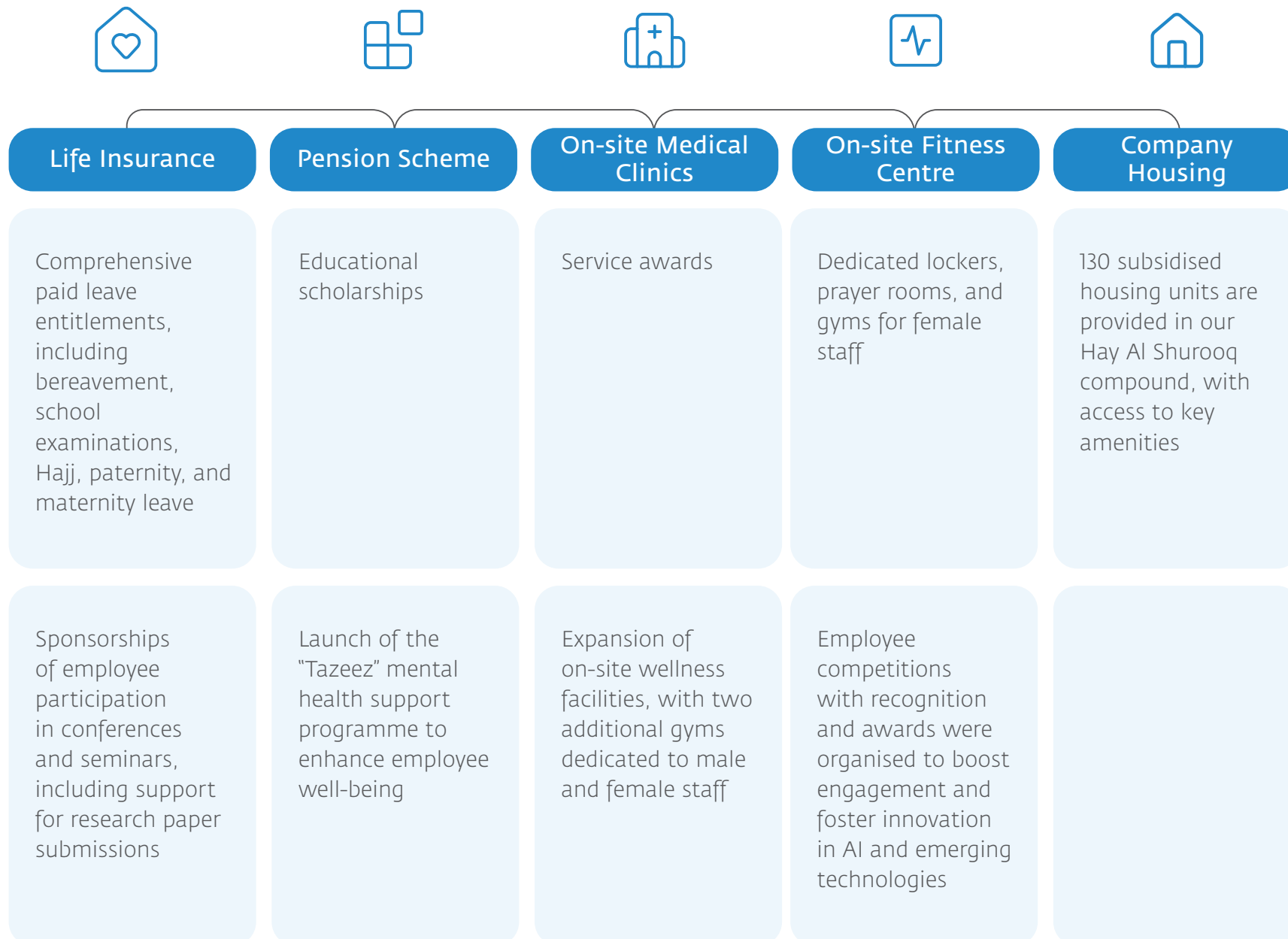


## Employee Turnover Broken Down by Age



# Employee Benefits and Experience

Oman LNG defines well-being as a dynamic, holistic experience that empowers our people to excel. We offer a wide range of benefits that meet the diverse needs of our workforce along with our ongoing physical health initiatives, mental resilience support, and work-life balance programmes.



**Our success is fueled by the wellbeing of our workforce. By prioritising a supportive and inclusive environment, we cultivate a high-performing culture where every employee is inspired to reach their full potential.**

**Aliya Al Aufi**  
Chief People and Culture Officer

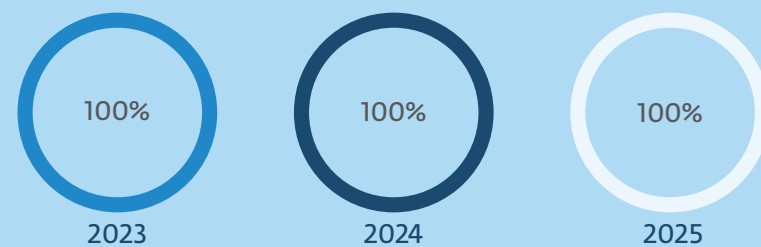


## Parental Leave Broken Down by Gender in 2025

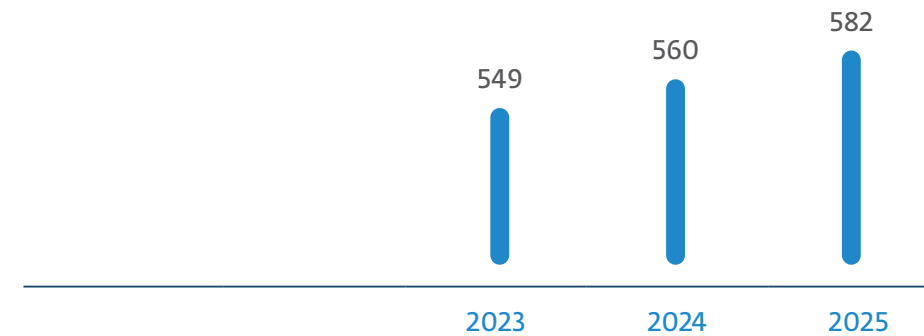
Supporting employees through life milestones is an important part of Oman LNG's workplace approach. In 2025, we are delighted to report that 100% of employees returned to work following parental leave for the third consecutive year. This demonstrates our dedication to promoting a healthy work life balance while cultivating an inclusive and supportive workplace culture that values families and personal wellbeing.



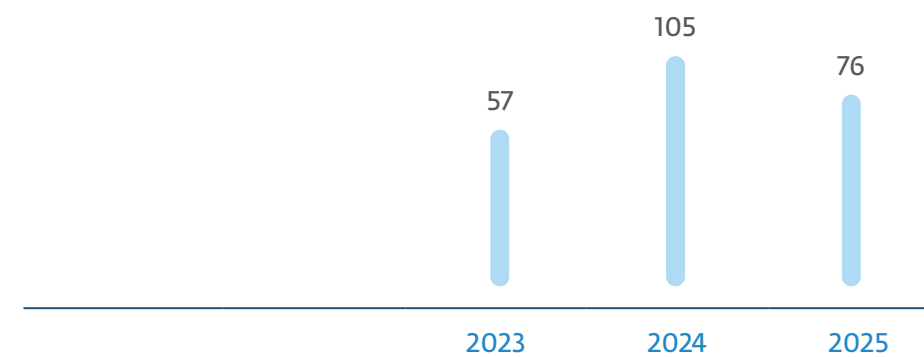
### Retention Rate



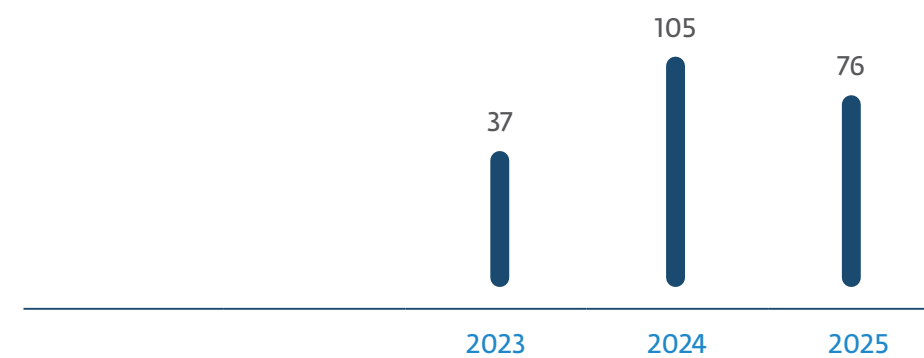
### Parental Leave Broken Down by Gender



Entitled to Leave	Gender	2023	2024	2025
		Male	458	463
Female	91	97	98	



Took Leave	Gender	2023	2024	2025
		Male	49	99
Female	8	6	9	



Returned to Work after Leave	Gender	2023	2024	2025
		Male	31	99
Female	6	6	9	

To further enhance the employee experience in 2025, Oman LNG developed and updated several employment-related policies, including:

Performance-based Annual Merit increment framework for Omani employees (effective January 1, 2026)

Revisions to "Acting For Higher Positions" to ensure fairness and transparency

Enhanced internal talent management policies

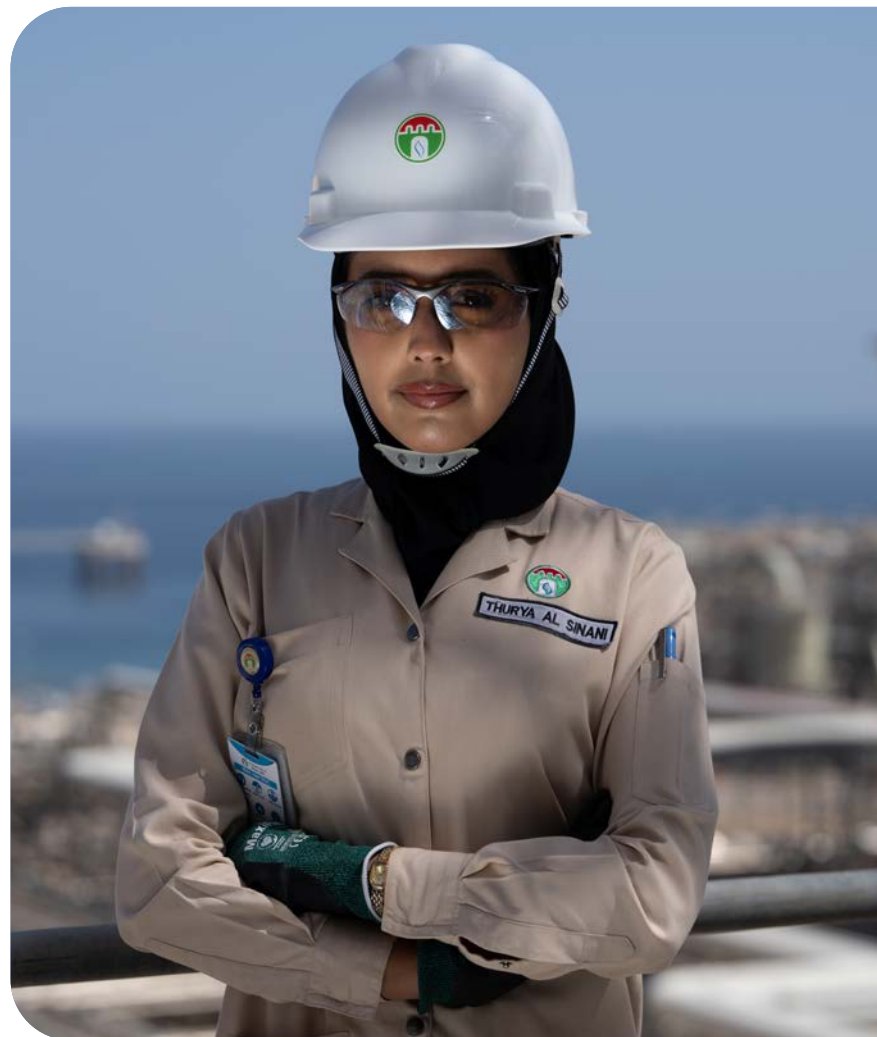
A new secondment framework and updated secondment procedures



# Diverse and Inclusive Workforce

Oman LNG remains firmly committed to Diversity, Equity and Inclusion (DEI), guided by our DEI Policy and our ambition to create a workplace where every individual feels valued and empowered. We continue to foster an environment that welcomes different backgrounds, nationalities and genders, and ensures that all employees are treated fairly and respected. In 2025, Oman LNG recorded an increase in female representation in leadership roles, with the number of females in lead positions rising from 23 in 2024 to 29 in 2025. This progress reflects strengthened representation at the first layer of leadership and supports the development of a healthy and sustainable female talent pipeline.

In addition to increasing the representation of women in leadership roles, we ensured that all employees completed the mandatory training programmes, reflecting our focus on building an informed culture. Female participation in leadership training reached 10% and engagement in professional development programmes reached 50%, demonstrating our ongoing efforts to equip women with the skills and support needed to advance within Oman LNG.



Females in Position level	2023	2024	2025
Management Team	0	1	1
General Manager	5	6	5
Manager	4	4	4
Lead	23	23	29
Senior Officer	34	41	42
Officer	53	42	37
Business Support	16	15	12

## Empowering Women

Empowering women remains a central element of our sustainability agenda. We firmly believe that gender equality is not only a fundamental human right but also a cornerstone for building resilient communities and achieving inclusive growth. Our commitment to advancing gender diversity is evident through the presence of 130 females across our operations. We value and celebrate the increasing role of women throughout our energy sector business, whether in technical functions or in leadership positions, and we remain focused on fostering an environment where they can flourish.

### Defensive Driving for Women Programme

In 2025, Oman LNG partnered with the Oman Road Safety Association to sponsor the Defensive Driving for Women Programme. The initiative was specifically designed to enhance defensive driving capabilities among women while raising wider awareness of road safety practices.

By supporting this programme, Oman LNG continues to empower women and contribute to safer roads, helping to build a more responsible driving culture across Oman.



## Empowering Colleagues with Disabilities

Oman LNG remains fully compliant with Omani labour law in the recruitment and employment of persons with disabilities. Our Human Resources processes are structured to promote equal opportunity and inclusion in line with legal requirements and recognised best practices. This commitment is reflected in the current Oman LNG Fresh Graduates Recruitment Advert, which explicitly allocates the mandated percentage of roles to qualified candidates with disabilities. By embedding these principles within our HR framework, we strengthen our commitment to diversity, equity, and social responsibility.

With 2 colleagues recognised as People with Disability (PwD) within our team, we take pride in welcoming them as valued and integral members of the Oman LNG community. We are committed to providing a supportive and enabling environment that upholds their wellbeing and enables every individual to succeed.

## Building Skills and Developing Talent

We firmly believe that lasting growth and success are best achieved by not only attracting top talent but also investing in the development of our in-house one. Through emphasis on employee training and development, we build a workforce distinguished by its commitment to excellence and depth of expertise, ensuring the highest standards of service delivery.

In line with our Competence Management Framework, we have been encouraging employees to actively pursue opportunities for growth, learning, and development, helping them find fulfilment while remaining aligned with their career aspirations. The framework enables real time tracking of performance through digital logs, allowing us to ensure that standards are consistently met. In addition, mid-year reviews provide a structured platform for employees and their line managers to reflect on progress, set development goals, and align personal growth with business priorities. Where gaps are identified, such as differences between documented training procedures and actual field practices, immediate corrective measures are implemented to close them effectively.

The effective implementation of this framework resulted in the completion of 19,272 training hours by our employees.

### 2025 Highlights

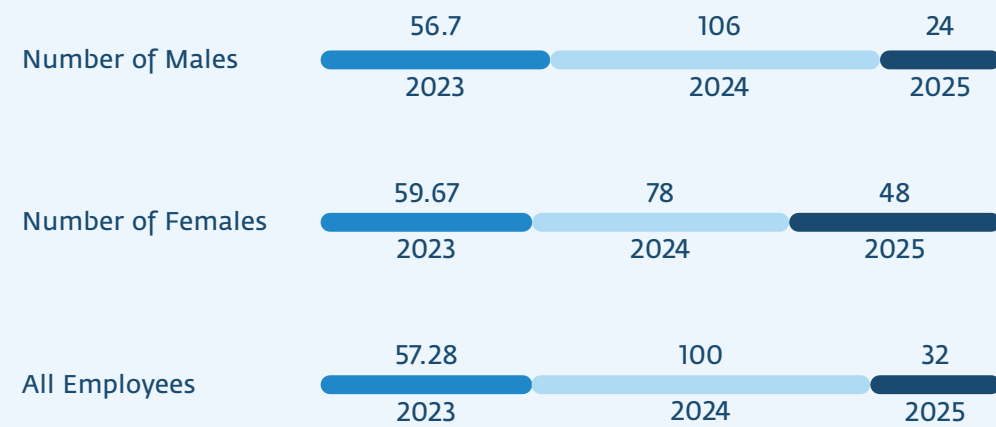
**+98%** of planned technical and non-technical trainings delivered

**100%** of HSE training programmes delivered

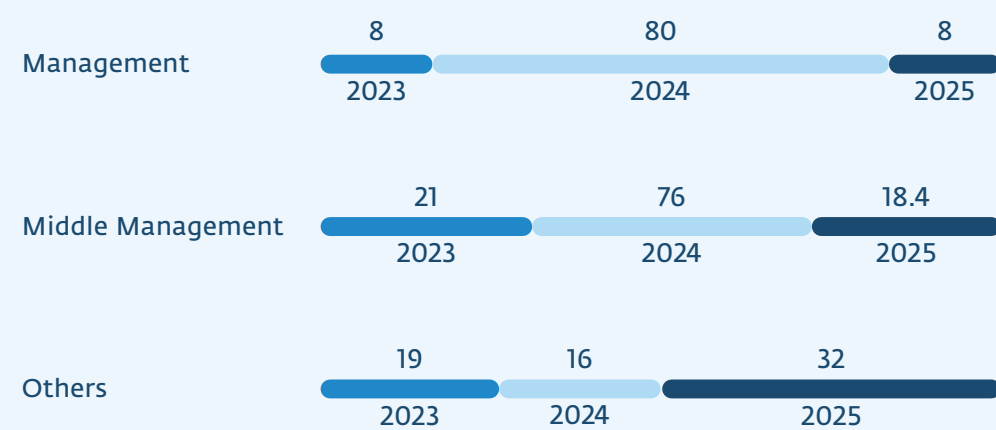


This investment translated into the full delivery of all HSE training programmes, reinforcing our commitment to maintaining a safe, resilient, and high-performing workplace. Notably, the impact of these efforts is reflected in the participation of our employees across a wide range of our training programmes.

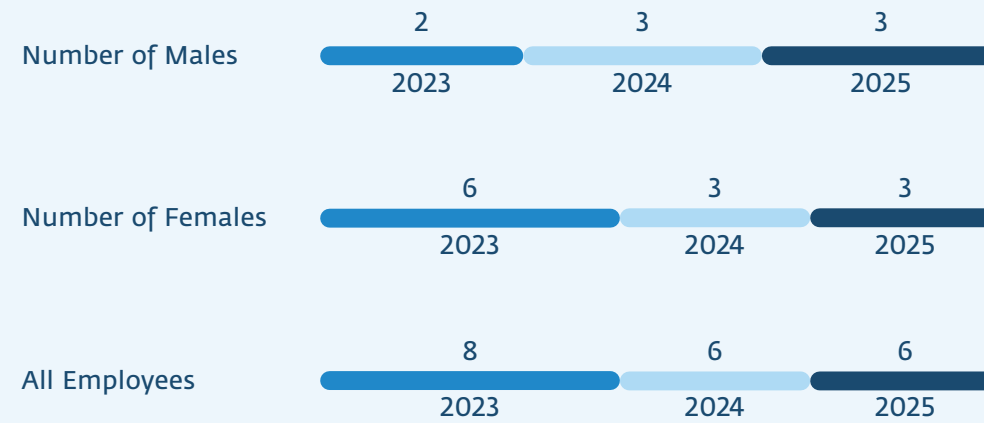
### Average Training Hours Broken Down by Gender<sup>2</sup>



### Average Training Hours Broken Down by Management Level<sup>3</sup>



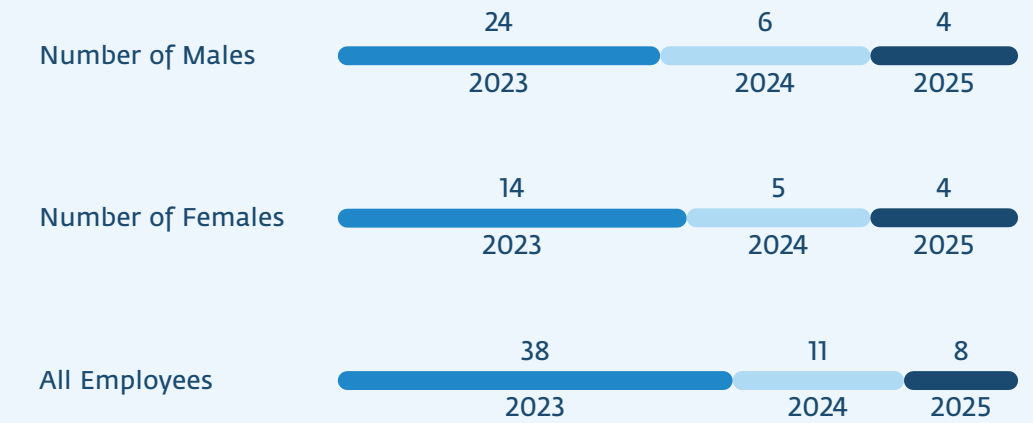
### Higher Education Opportunities Broken Down by Gender



Further to our comprehensive training programmes, we present higher education opportunities for our employees. In 2025, we maintained equal access to higher education opportunities across Oman LNG. The distribution by gender remained consistent with 2024, with an equal number of male and female employees supported through our higher education opportunities. This balance reflects our continued commitment to providing fair learning pathways for all employees and ensuring that professional growth is accessible regardless of gender. It's worth pointing out that we also carry out regular training needs analyses to identify skill gaps within our workforce and guide the design of targeted development programmes.

Building on these efforts, we have continued to promote a culture of continuous learning and professional growth by supporting our employees in achieving globally recognised certifications. This year, we proudly sponsored 8 employees, 50% of them are females, to pursue professional certifications that have strengthened their skills and expertise across a range of disciplines.

### Sponsorship of Professional Certificates



### Oman LNG Employees Honoured by OPAL

Under the esteemed patronage of H.E. Dr. Mahad bin Said Baowain, Minister of Labour, and OPAL, a group of distinguished Oman LNG employees were honoured at a prestigious ceremony celebrating technical experts in the energy sector. This recognition highlights our unwavering commitment to advancing knowledge, fostering expertise, and empowering Omani talent, which contributes to driving sustainability and shaping the future of the nation's energy landscape.



<sup>2</sup> Numbers exclude online training, scholarships, and Grad/Tech programmes.

<sup>3</sup> Numbers exclude online training, scholarships, and Grad/Tech programmes.

## Shaping the Next Generation of Talent

Empowering young people is essential to sustaining long-term growth, as they represent the future workforce, leaders, and innovators of Oman LNG. We therefore strive to build a culture that welcomes fresh ideas and encourages innovative thinking, unlocking the potential of the next generation.

To support this commitment, Oman LNG offers targeted internship programmes that bridge the gap between academic learning and practical experience. Through these opportunities, young people gain hands-on exposure, develop valuable skills, and begin contributing to our organisation's future from the very start of their careers.

### Internship Programmes



**Eidaad**

Provides students with practical training before returning to their academic studies, bridging the gap between classroom learning and real world application.



**Internship Programme**

Prepares individuals for the workforce and serves as a meaningful first step in their professional journey.



**Makeen**

Provides industrial exposure for individuals upon completion of theoretical learning.

### Launch of the Corporate Programme to Address Critical Training Needs

Oman LNG launched the Programme as a strategic initiative designed to address critical organisational training needs identified through a comprehensive study. The programme aims to enhance overall workforce capability and operational efficiency by focusing on three key development areas:

- **Contracts and Procurement:** Strengthening processes and governance to ensure transparency, compliance, and value creation.
- **Cost Optimisation:** Driving efficiency and sustainability through rigorous cost management and resource utilisation strategies.
- **Coaching and Mentoring:** Building a culture of continuous learning and leadership development to empower employees and foster growth.

This programme reflects Oman LNG's commitment to organisational excellence and our dedication to bridging capability gaps while promoting long-term value creation.



### Oman LNG Honoured for Efforts to Empower Youth

We are delighted that Oman LNG has been honoured in recognition of our ongoing efforts to support and empower Omani youth during the Omani Youth Day celebration in 2025.

This acknowledgement stands as a strong testament to our commitment to nurturing young talent and strengthening their role in national development. It also reaffirms our dedication to championing initiatives that unlock youth potential and contribute to building a brighter and more prosperous future for Oman and its people.



# Driving Culture Transformation

This year, Oman LNG has made organisational culture transformation a key priority through our Colourful Carpet Initiative, aimed at encouraging meaningful shifts in behaviours across all levels of the company, including top management. This year marks the beginning of our transformation journey, which will continue to be a focus over the next three years. At this stage of the journey, we are placing greater emphasis on embedding the desired culture-related behaviours across the company before moving to formal reassessments.

Building on this foundation, Oman LNG delivered several engagement sessions and initiatives that have received positive feedback. In addition to this, we also observed noticeable improvements in behaviours across different teams. To maintain momentum, a comprehensive calendar of events has been also planned for the remainder of the year.

To support this transition, Oman LNG utilised a range of tools and surveys to measure both behavioural changes and the overall cultural shift. At year-end, we also conducted a survey to assess progress, enabling us to track the effectiveness of the programme and ensure alignment with our long-term cultural objectives.



## Advancing Culture and Wellbeing Across Oman LNG in 2025

We continued to prioritise organisational culture and employee wellbeing with 5% of the corporate scorecard dedicated to cultural transformation and 100 % completion rate. To accelerate this cultural shift, several cross-company initiatives were rolled out, including the Annual Culture Summit, Culture Labs, and departmental "carpet conversations" designed to promote open dialogue and strengthen alignment with organisational values.

These activities were supported by a set of practical cultural tools aimed at reinforcing desired behaviours, such as the Leader Check-In, Culture Moment, Rules of Engagement, Permission to Pause, Speak With Not About, and Story of the Month. Alongside these measures, a dedicated Culture Lab focused on psychological safety was delivered, while Internal Culture Catalysts played a central role in embedding and sustaining new behaviours across the organisation.

In parallel, Oman LNG continued to enhance employee wellbeing through programmes included under the Safety Index which is built around four pillars – physical, mental, social and financial wellbeing. The programme delivered a range of initiatives designed to support employees' health, resilience and overall work experience. One of the key milestones was the launch of the Employee Assistance Programme (EAP), which provides confidential mental health support to all employees.

## Oman LNG Supports the 2025 Gulf Beach Games

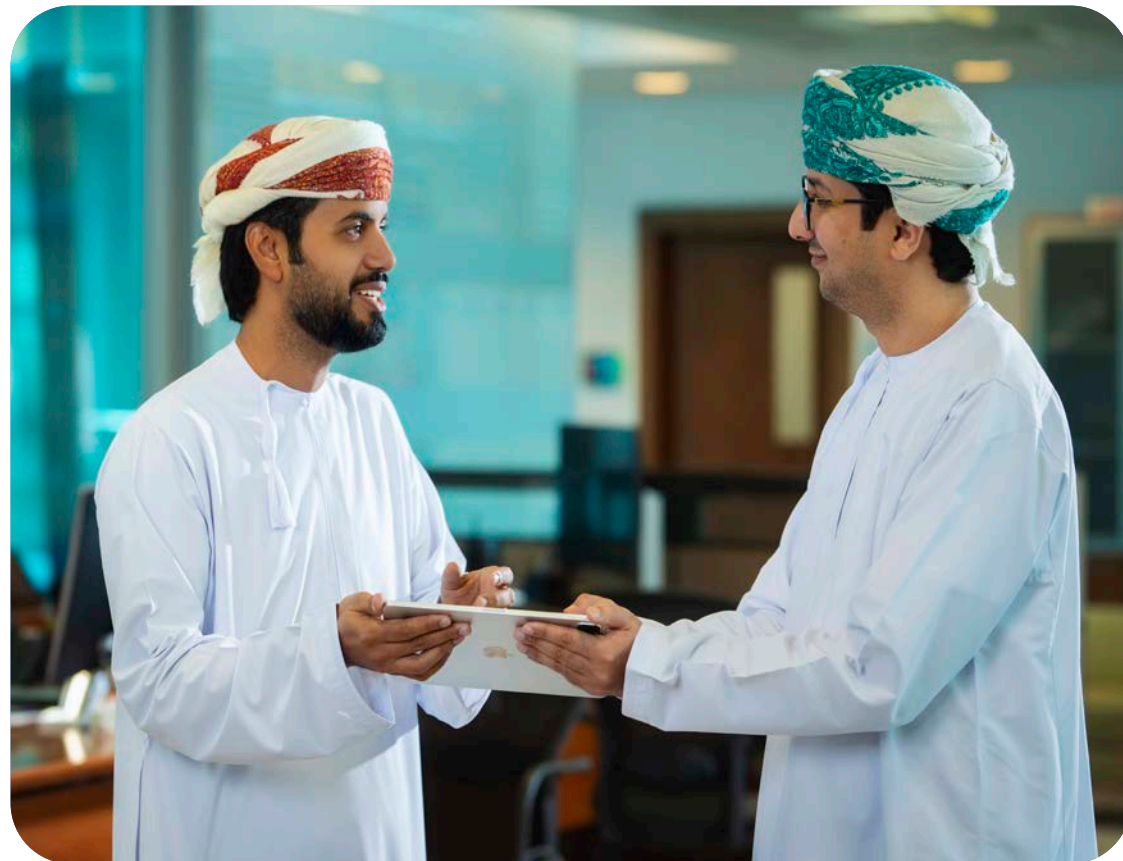
Oman LNG is thrilled to support the 2025 Gulf Beach Games, which serves as a celebration of youth, energy, and the unstoppable spirit of competition. This milestone underscores our passion for championing sports to enhance physical and mental health in the Sultanate. It also reflects our bold vision to ignite innovation, drive growth, and honour achievements forged through resilience and challenge.



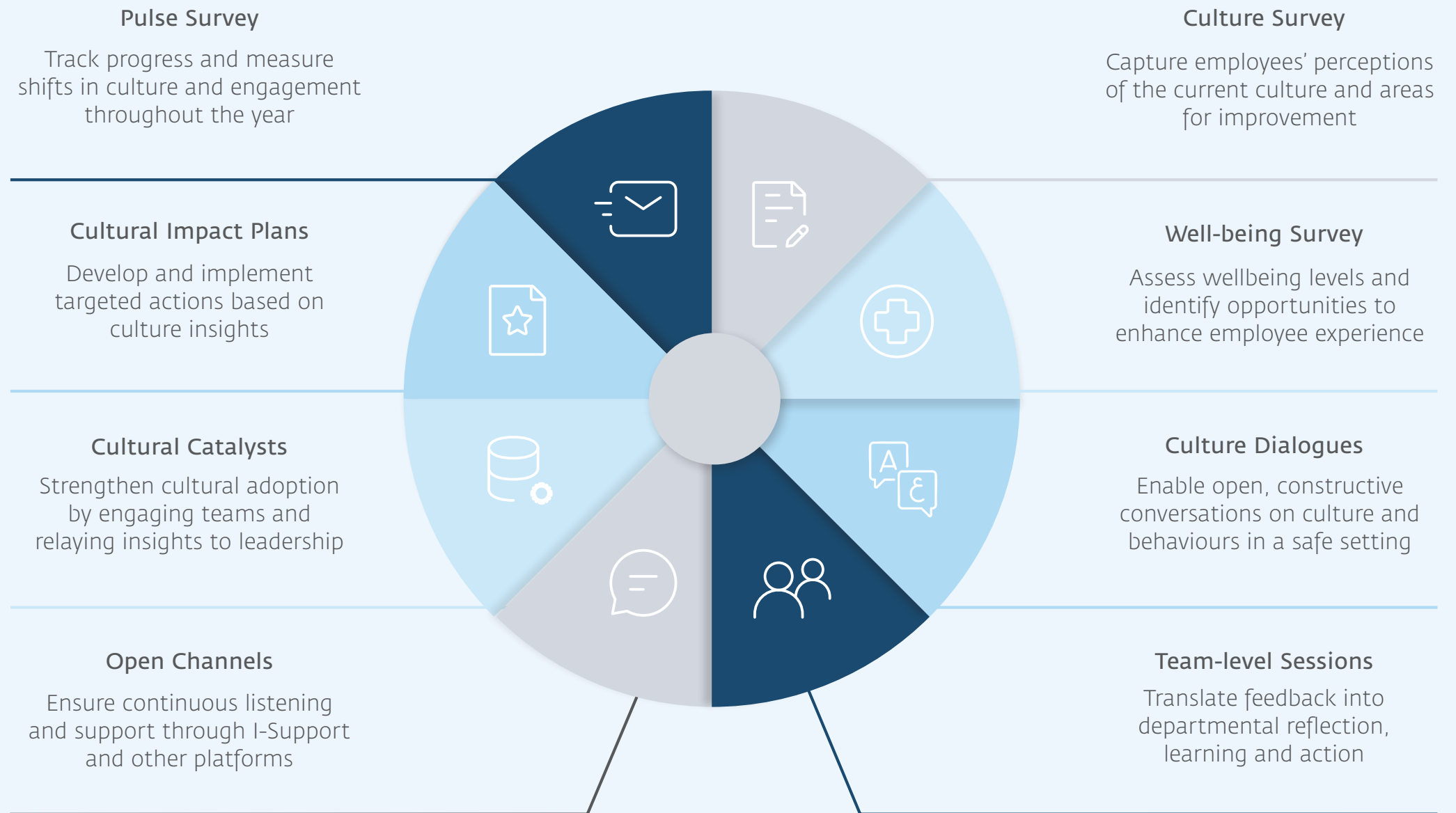
## Listening to Our People

In line with our Cultural Transformation efforts, Oman LNG places strong emphasis on enhancing employee satisfaction as a key driver of performance and excellence. We believe that a satisfied workforce contributes to a positive and inclusive workplace, where individuals feel supported, valued, and empowered to contribute their best. By fostering the wellbeing of our employees, we aim to create an environment that encourages collaboration, personal growth, and long-term commitment, ultimately reinforcing our goal for sustainable success.

We also know that a major part of employee satisfaction lies in commitment to maintaining a responsive and transparent grievance management process that ensures that concerns are handled fairly and promptly. Notably, this year, Oman LNG recorded a total of 4 grievance claims, all of which were addressed and resolved within the same reporting period.



Although the traditional Annual Engagement Survey<sup>4</sup> was paused in 2025, listening to our employees is still happening with the following methods:



<sup>4</sup> For further information on the traditional annual engagement survey, please refer to our [2024 Sustainability Report](#) page 62.

# Human Rights

At Oman LNG, we remain firmly committed to upholding and advancing fundamental human rights, which we regard as universal principles inherent to all individuals. We are dedicated to ensuring that every person is treated with dignity, fairness, and respect. Our approach is shaped by internationally recognised human rights instruments, including the United Nations Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

Human rights considerations are integrated into our policies, governance structures, and management systems, and we expect our business partners and their supply chains to have the same standards. Our commitment to ethical labour practices and safe working conditions is reflected in the [Code of Conduct](#), [Personnel Commitment](#), and Human Resources policies. In addition, we actively encourage employees, as well as those working with third party partners, to report any concerns or potential violations through the grievance mechanisms in place.



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## SUSTAINABLE DEVELOPMENT GOALS



- A Society of Creative Individuals
- A Competitive Economy

# A Responsible Corporate Citizen

As a major contributor to Oman’s Gross Domestic Product, Oman LNG remains dedicated to advancing the Sultanate’s socio-economic progress throughout our operations.

Working closely with national partners, we actively foster In-Country Value (ICV) and generate lasting benefits through our core business activities and focused social investment initiatives. Our ICV efforts are closely aligned with the aspirations of Oman Vision 2040 and the relevant UN SDGs.



At ODF, true success is measured by the impact we create in our communities. Sustainability is a long-term commitment to invest in people, enable inclusive economic opportunities, and strengthen resilient communities for future generations.

Honourable Dr. Amor bin Nasser Al Matani  
CEO of the Oman LNG Development Foundation



## Material Topics

- Local Communities
- Economic Impact

# Thriving Communities

As per our ICV agenda, our commitment to localisation extends beyond maximising local content to creating long-lasting benefits for the communities we serve. We believe that sustainable progress begins with empowering people, fostering economic participation, and strengthening the social fabric across the Sultanate. Through strategic investments in social investment, education, and Corporate Social Responsibility (CSR) initiatives, we aim to ensure that our operations generate shared value and contribute to the nation's long-term prosperity. By nurturing thriving communities, we not only uphold our responsibility as an Omani company but also play an active role in advancing our country's vision and achieving a diversified and inclusive economy.

## 2025 Highlights

**212** initiatives presented under the Social Investment Programme (SIP), of which 152 were strategically approved

**\$1,060,953** approved by the Sponsorship & Donation Committee (SDC) for sponsorship and donations projects

**\$10.2 million** allocated to CSR initiatives

**146** targeted sponsorships and donations provided



## Oman LNG's Strategic Oversight for Social Investment

Oman LNG utilises a comprehensive Social Investment Strategy (SIS) that provides a structured framework for creating meaningful, long-term impact across the communities we serve. It is guided by four focused pillars, as illustrated below, ensuring that all initiatives generate shared value, foster inclusive growth, and contribute to the Sultanate's sustainable development priorities.

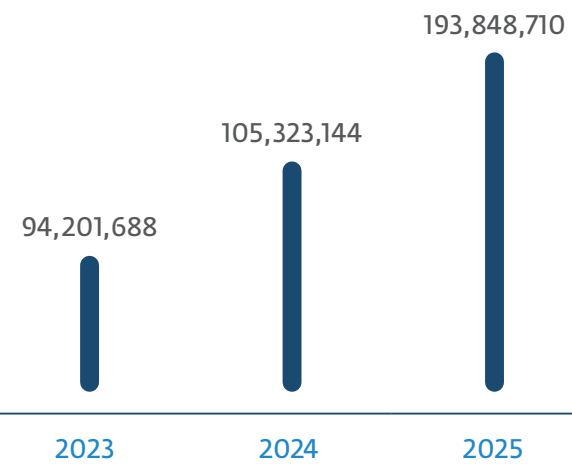


To oversee the implementation of the SIS, the governance of our social investments is anchored by the Board of Directors. This body ensures the strategic and transparent management of ODF's diverse portfolio of financial assets and social initiatives. By evaluating, approving, and monitoring investments, the Board ensures that all initiatives are aligned with the SIS pillars and deliver measurable, long-term benefits.

Supporting this governance framework, Oman LNG manages various dedicated funds, as highlighted below, each designed to serve specific purposes and impact areas<sup>1</sup>.

Reflecting our continued commitment to creating lasting social impact, our investments across Community Fund and Social Investment Reserve Fund exceeded the previous year. This demonstrates our dedication and commitment to strengthening our social investment efforts across our social impact areas.

**Investment Fund\***  
USD



	2023	2024	2025
<b>Community Fund</b>	15,379,626	2,860,000	5,159,673
<b>National Fund</b>	923,497	6,513,319	3,557,384
<b>Social Investment Reserve Fund</b>	8,471,930	9,999,448	10,178,000

\* This represents the cumulative investment since fund creation. Figures disclosed in the previous year's report have been restated to reflect the inclusion of an additional top-up amount. The restatement ensures consistency, completeness, and comparability of investment data across reporting periods.

<sup>1</sup> For more information on the objectives of each fund, please refer to our [2024 Sustainability Report](#) page 63.



In 2025, 4 SDC meetings were conducted to review and approve initiatives in line with our ESG commitments and SIS, resulting in approving 146 initiatives with total of USD 1,060,953.

Beyond financial contributions, Oman LNG deepens our community impact through active engagement in key committees across Sur, as outlined below. Leveraging our diverse experience, we contribute to local planning, guide the formulation of strategic initiatives, and foster strong, cooperative relationships with regional stakeholders, ensuring that our social investments translate into meaningful, lasting community benefits.

### Health Committee/ Sur Healthy City Committee



Member since 2003

Organised several health initiatives and activities through both committees, either independently or jointly, under the patronage of the Wali of Sur, the Chairman. Key initiatives included but were not limited to sponsoring a capacity-building programme to enhance the innovative and artificial intelligence capabilities of medical staff and healthcare workers, sponsoring a Premarital Screening Awareness Campaign, donating 25 sprayers to combat mosquito larvae, and contributing to the purchase of a Holter Monitor for Sur Hospital.

### Sur Learning City



Member since 2023

Sponsored the Sur International Conference, supporting lifelong learning, knowledge exchange, and educational development.

### Sur Social Committee



Member since 2003

Sponsored the Productive Families Forum in coordination with the Directorate General of Social Development in South Al Sharqiah Governorate, supporting social development and community empowerment.

### Sur Volunteer Team



Founded in 2024

Signed a MoU with the Sur Volunteering Team to strengthen community engagement, volunteerism, and parental participation.



### Sponsoring Training for Job Seekers in Floristry

We take great pride in sponsoring a transformative training programme that empowered job seekers to flourish in the art of floristry. Over the course of 10 enriching days, a certified trainer guided 20 aspiring job seekers and 30 students from Sultan Qaboos University through 50 hours of hands-on training and creative exploration. The results were truly inspiring, as 10 participants went on to establish their own businesses, while six now proudly manage successful flower boutiques.



### Green School Project for Al Asalah Basic Education

Oman LNG is deeply proud to have supported the Green School Project at Al Asalah Basic Education, a remarkable initiative that cultivated both environmental awareness and a spirit of teamwork among young students. Together, we planted six varieties of vegetables and engaged 250 students across eight vibrant learning sessions, complemented by a dedicated workshop for the project team. The project not only yielded a profit of USD 2,078 but also ensured its sustainability by reinvesting the funds into maintenance, sunshade replacement, and procurement of new seeds.



## Volunteer Initiatives: Strengthening Our Commitment to Society

Alongside formal social investment programmes, Oman LNG actively encourages employee volunteering as a core element of our community impact approach. Volunteering is recognised not only as a contribution to society, but also as a mechanism for building a culture of purpose, teamwork, and shared responsibility within the organisation. We actively oversee our structured volunteering programmes through the Oman LNG Volunteer Framework<sup>2</sup>.

To ensure the effective implementation of our Volunteer Framework, a dedicated Volunteer Team Structure<sup>3</sup> has been established to provide robust governance and operational oversight. The team plays a central role in coordinating volunteering activities, managing resources, and ensuring that every initiative supports our broader social investment strategy.



### Volunteering in Action- A Collective Success

Our volunteering initiatives conducted in celebration of Omani Women’s Day and National Day mobilised a diverse group of 45 participants, including employees, contractors, and interns. Volunteers contributed meaningfully across multiple stages of event delivery, taking active roles in planning, coordination, logistics, and creative ideation. Their collective efforts played a critical role in ensuring the smooth execution and overall success of the events, while fostering a strong sense of ownership and teamwork. Beyond operational support, these volunteering activities strengthened cross-functional collaboration, encouraged knowledge-sharing, and reinforced a culture of participation and pride.

### Shurooq- Simplifying and Expediting Requests

To enhance and streamline community engagement, Oman LNG continued to utilise Shurooq, a digital platform designed to simplify and expedite sponsorship and donation requests.

In 2025, the platform delivered tangible and impressive results, demonstrating its effectiveness in improving efficiency, expanding reach, and supporting the company’s social investment objectives.

SHUROOQ	674+ Total Users	150+ Sponsorship Requests
2000+ Requests	APPLY	200+ Donation Request
ZeroPaper	800,000+ OMR Approved	Requests By category

- Education 44.4%
- Health 14.8%
- Sport and Youth 15.0%
- Social Inclusion 15.2%
- Arts and Culture 10.7%

<sup>2</sup> For further information on the Oman LNG Volunteer Framework, kindly refer to our [2024 Sustainability Report](#), page 67.  
<sup>3</sup> For further information on Oman LNG Volunteer Team Structure, kindly refer to our [2024 Sustainability Report](#), page 67.

## Advancing in Community Development

Oman LNG takes an essential part in contributing to the growth and well-being of our communities by supporting initiatives that promote sustainable development and lasting positive impact.

In 2025, we continued to implement targeted programmes, we address specific community needs, from biodiversity protection to community development and social support. By fostering long-term partnerships with local organisations, authorities, and stakeholders, we ensure our initiatives are contextually relevant, sustainable, and community-driven. Coupled with consistent investment, these efforts strengthen social cohesion, create economic opportunities, and support environmental sustainability, ultimately helping Omani communities become resilient, self-reliant, and capable of thriving in the long term.

## Community Investment Initiatives and Key Achievements



### Biodiversity Protection

Development of Al Saleel Nature Reserve in Al Kamil wal Wafi City **Budget \$2,597,740**

In partnership with the Environment Authority, Al Saleel Nature Reserve Development Project enhances one of Oman's most important protected areas known for its diverse wildlife and unique vegetation. The project supports the Environment Authority's mission to preserve natural ecosystems while promoting eco-tourism and environmental education.

### Economic Empowerment and Infrastructure for Local Communities

Financing the Construction of Ras Al Hadd Fishing Harbour **Budget \$649,325**

In partnership with the Ministry of Agriculture, Fisheries, and Water Resources, this project supports the construction of Ras Al Hadd Fishing Harbour to improve safety, operational efficiency, and income opportunities for fishermen. The initiative strengthens Oman's fisheries supply chain, supports local economic development, and integrates sustainable solutions such as solar lighting and durable construction materials to enhance long-term resilience.

### Community Development and Multi-Use Facilities

Design of Masar Qahwan Project **Budget \$5,183,660**

The project was designed to be a multi-use space that includes community activities, sports, and public services. It brings life to a dynamic multi-use destination with walking and bike paths, prayer halls, cafés, retail outlets, indoor and outdoor sports facilities, and family-friendly spaces designed to foster community engagement, active lifestyles, and sustainable development.

### Urban Development and Public Spaces

Implementation of Masar Downtown Walkway Project **Budget \$1,818,110**

In partnership with HE. Governor Office, the Masar Downtown Walkway Project was implemented to enhance the urban environment in the heart of Sur. We developed a safe, pedestrian-friendly public space that supports community engagement and promotes recreational and social activities through providing an accessible walkway for residents and visitors.

Development of Masar Mina Walkway Project **Budget \$519,460**

In partnership with HE. Governor Office, Ministry of Agriculture, Fisheries and Water Resources, the project enhances the seafront area of Sur by creating a scenic pedestrian walkway along the coastal line, offering a recreational public space that connects the community with the maritime identity of the city.

### Heritage Preservation and Cultural Tourism

Funding of the Qalhat Archaeological Visitor Centre **Budget \$4,930,536**

Oman LNG proudly reaffirmed our commitment to preserving national heritage by funding the Qalhat Archaeological City Visitor Centre project in partnership with the Ministry of Heritage and Tourism. The project will be located at the archaeological site of Qalhat, which is inscribed on the World Heritage List, to support scientific research and strengthen Omani identity in alignment with national heritage goals.

To ensure that our support leads to meaningful and measurable results, we collaborate with independent organisations to assess the social and economic impact of our key initiatives. These assessments offer valuable

data-driven insights, enabling us to make informed decisions, enhance future programmes, and allocate resources more efficiently.

A central component of this process is the Social Return on Investment (SROI) methodology<sup>4</sup>, which allows us to quantify the wider social value created by each project in relation to the resources invested.

**Our community development projects that underwent SROI assessments in 2025 are outlined below.**



**The 2023 Women Entrepreneurs Empowerment Programme**, resulted from a partnership with Omani Women Association (OWA), to provide training, guidance and financial support for 50 to 100 women to start and/or expand their businesses. Our key objective from that initiative is to enhance women's participation in SMEs market, raise their families' income, and contribute to the diversification of the national economy.

In 2025, this project was selected for the SROI assessment to evaluate the long-term social and economic value created as a result of female-led businesses.

The results reported an SROI ratio of 1:12.8 generating a total social value of \$108,315.



**The Solar Photovoltaics (PV) System Training Programme**, which started in 2023 when we partnered with Sultan Qaboos University (SQU), was implemented at Seeb Vocational College. The training programme included a new curriculum centred on solar energy systems, with around 30 students participating in the 16-week programme combining in-person learning and practical training, including the installation of a 50 KWH solar system. The main objective of this initiative was to prepare young Omanis for jobs and entrepreneurship in the renewable energy field, which positively impacts Oman's green economy goals.

In 2025, this project was selected for the SROI assessment to measure the social, environmental, and employment benefits of the investment.

The results reported an SROI ratio of 1:3.47 generating a total social value of \$446,420.



**The Ramadan Ghazi Events in Sur**, which we sponsor annually combine physical activity with cultural and social engagement to strengthen community ties, promote healthy lifestyles, and support local businesses during the month of Ramadan. In 2024, this event witnessed more than 17,000 participants, including youth, NGOs, SMEs, schools, and volunteers.

This initiative was selected for the SROI assessment to evaluate its social impact on community well-being, inclusion, and local economic participation.

The results reported an SROI ratio of 1:18.79 generating a total social value of \$2,810,208.



**The Health Education Campaign (Forecast Proposal)** planned to launch a Health Education campaign to improve community health and well-being as part of our continued investment in expanding our previous support for health sector. The campaign will offer awareness sessions, free health screenings, school health education, and social media activities, and is expected to reach 1,500 to 2,000 people directly, while thousands more will benefit as well through community awareness and social engagement.

This initiative was selected as one of the key social projects in this year's SROI assessment to evaluate its long-term impact on increasing health awareness and reducing medical treatment costs.

The results reported an SROI ratio of 1:24.04 generating a total social value of \$5,188,686.

<sup>4</sup> For further information on SROI methodology, please refer to our [2024 Sustainability Report](#) page 70.

# Local Content

## 2025 Highlights

**87%** of supply chain expenditure allocated to locally registered companies

**\$1.8 million** invested in research and development initiatives in collaboration with local universities

We are deeply committed to advancing Oman's Vision 2040 and fully acknowledge our responsibility to contribute meaningfully to this national ambition by supporting the Omani community, economy, and cultural heritage. In alignment with the Ministry of Energy and Minerals' directives, we focus on generating ICV across four strategic pillars: **Investment, Workforce, Goods, and Services**. Achieving tangible ICV outcomes requires strong collaboration, which we pursue through active engagement with our supply chain partners, as well as strategic alliances with academic and government institutions.

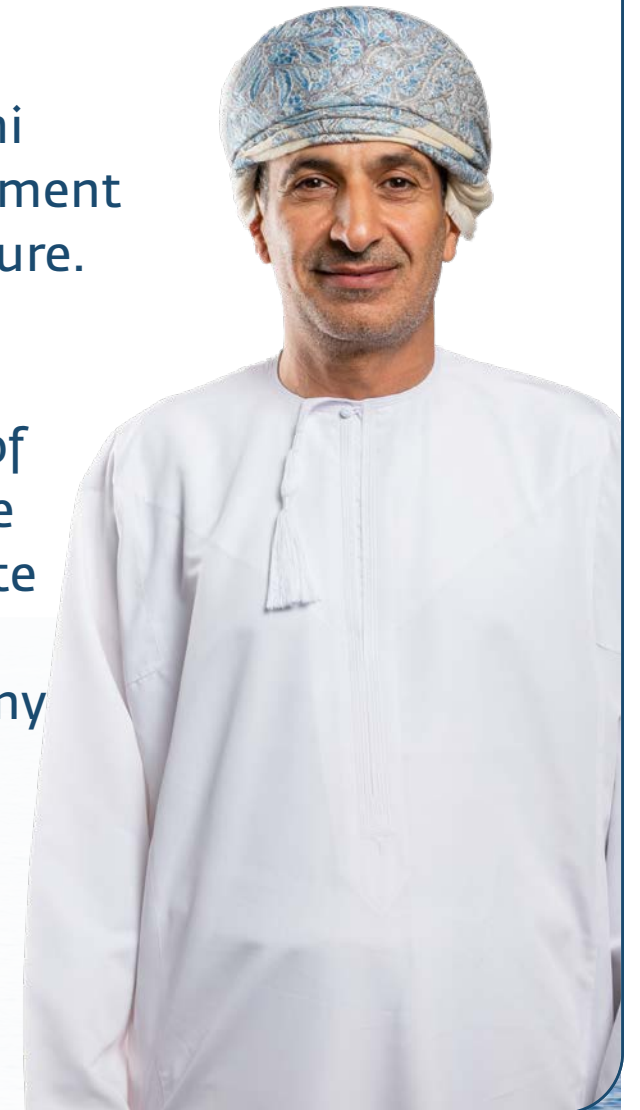
To ensure transparency and consistency, we have established a standardised ICV monitoring system that requires all business partners to submit quarterly reports on their ICV performance.

Our dedicated ICV team works closely with the Procurement function to design customised ICV strategies for every tender. These strategies include defined deliverables and milestones, often requiring engagement with local SMEs for part of the contract scope. Following contract award, we maintain close oversight through continuous monitoring and performance evaluation against the agreed ICV plan, ensuring long-term impact, accountability, and alignment with Oman's national development goals.



**Investing in Omani talent is an investment in the nation's future. By nurturing local capabilities and fostering a spirit of innovation, we are proud to contribute to a thriving, self-sustaining economy for the Sultanate.**

**Ahmed Awladthani**  
Chief Corporate Services Officer



### Oman LNG and ASYAD Group Partner to Build Oman's First Locally Built Tugboat

In 2025, Oman LNG and ASYAD Group signed a landmark agreement to construct the Sultanate's first locally built tugboat. Signed under the patronage of H.E. Abdulsalam bin Mohammed Al Murshidi, this project marks a strategic shift from basic service delivery to the full localisation of advanced maritime manufacturing.

The agreement achieves the following milestones:

- **ICV Excellence:** Directly fulfills ICV requirements by keeping high-value industrial construction within Oman.
- **National Talent:** Leverages world-class infrastructure at Asyad Drydock and utilises highly skilled Omani professionals
- **Economic Impact:** Strengthens the national supply chain and advances the goals of Oman Vision 2040 for industrial independence.



### Lubricating the Engine of Local Growth

The partnership between Oman LNG and Shell Oman Marketing serves as a benchmark for how long-term strategic collaboration can exponentially increase ICV. What began as a standard supply agreement has evolved into a powerful engine for domestic industrial growth.

#### The Evolution of Local Value

The journey started in June 2020 with a 5.5-year contract to supply specialised lubricant oil for gas engine generators at Oman LNG's power plant. At the project's inception, only 14% of the supply was sourced locally.

Driven by a shared commitment to the Sultanate's Vision 2040, both entities worked to localise the supply chain. In 2025, this partnership reached a transformative milestone: achieving 80% local supply.

The partnership achieved key performance milestones including:

- **Strategic Growth:** A massive jump from 14% to 80% local sourcing within five years.
- **Industrial Resilience:** Strengthening the domestic lubricant market and reducing reliance on external imports.
- **Sustainable Development:** Supporting the Omani economy by ensuring that the majority of procurement spend remains within the country.

## Strengthening Local Value Chains

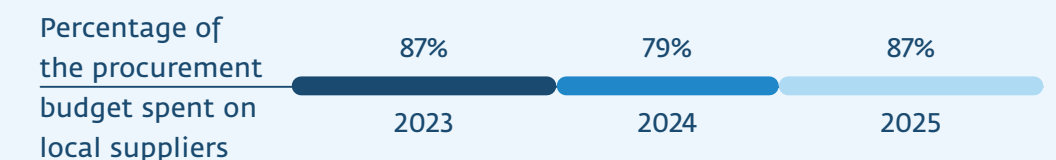
Our commitment to sustainable supply chain management is rooted in a strategic sourcing approach that places national economic development at its core. Our focus remains on strengthening and expanding local sourcing capabilities, while continuously collaborating with Omani suppliers to meet evolving operational requirements and contribute to the nation's economic growth.

We require our suppliers to source a defined portion of their goods and services from local providers. This cascading approach strengthens domestic supply chains and reinforces our contribution to Oman's ongoing economic diversification efforts. As a result, in 2025, the proportion of the procurement budget spent on local suppliers increased by 8% compared to the previous year, demonstrating our continued commitment to in-country value creation and local supplier participation.



#### Proportion of spending on local suppliers

Million USD



### Participation in the Riadi Growth Forum 2025

Organised by Riyada under the patronage of His Excellency the Minister of Finance, Oman LNG proudly reaffirmed our commitment to uplifting entrepreneurs and strengthening the SME landscape through our participation in the Riadi Growth Forum 2025. Our support reflects a clear ambition to advance ICV and expand local content by positioning SMEs as integral contributors within national supply chains. Through this effort, we continue to drive sustainable economic growth in alignment with the aspirations of Oman Vision 2040 and reinforce our role as an active partner in shaping a resilient future for local businesses.

Beyond procurement, we actively invest in SME development, recognising their essential role to achieving our desired objectives.



In 2025, we were involved in active infrastructure and services projects, which are Qalhat Visitor Centre, Al Saleel Nature Reserve Development, and Al Rahma Clean Energy & Recycling Project. Indeed, our support yielded in key impacts to the community, outlined below.

### Active Infrastructure Investments and Services Projects Supported in 2025

Project Title	Budget (USD)	Number of Beneficiaries	Investment Type	Number of SMEs Involved	% Local Value Added	Key Community / Economic Impacts
Qalhat Visitor Centre	5,737,193.88	10,000 tourists/year	Tourism Infrastructure	6	85%	Supports heritage tourism and local businesses
Al Saleel Nature Reserve Development	2,597,740.00	8,000+ visitors/year	Tourism Infrastructure	4	85%	Promotes biodiversity and sustainable tourism
Al Rahma Clean Energy & Recycling Project	90,020.68	500 beneficiaries	Environmental Infrastructure	2	70%	Encourages circular economy practices

## Omanisation

Omanisation continues to serve as a key pillar of our commitment to supporting the objectives of Oman Vision 2040. As a result, we include specific clauses in supplier contracts to ensure the continuous creation of employment opportunities for Omani nationals at all levels of the workforce.

### Omani Talent Within the Energy Sector

We are pleased to share that Oman LNG has entered into a strategic agreement with OPAL, Petroleum Development Oman (PDO) and OQ to advance the Periodic Maintenance Initiative. This collaboration represents an important milestone in our collective efforts to support the qualification, upskilling, and long-term development of Omani talent within the energy sector.

Through this partnership, we reaffirm our commitment to strengthening ICV by fostering local capabilities, enhancing workforce readiness, and creating sustainable employment pathways for Omani professionals. The initiative is designed to equip national talent with practical, industry-relevant skills, enabling them to actively contribute to operational excellence and the continued growth of Oman's energy landscape.

# 08 Appendices

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# GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
<b>GENERAL DISCLOSURES</b>				
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	Oman LNG: Essential Overview, Page: 8		A grey 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	About this Report, Page: 4		
	2-3 Reporting period, frequency and contact point	About this Report, Page: 4		
	2-4 Restatements of information	Thriving Communities, Pages: 81-86		
	2-5 External assurance	About this Report, Page: 4		
	2-6 Activities, value chain and other business relationships	Oman LNG: Essential Overview, Page: 8		
	2-7 Employees	Oman LNG: Essential Overview, Page: 8 Our People, Pages: 68-69		
	2-8 Workers who are not employees	Omission		Information unavailable: For the 2025 sustainability report, Oman LNG maintains records exclusively for workers directly engaged in its operations.
	2-9 Governance structure and composition	Our Board, Page: 12 Instilling Effective Governance, Page: 13		
	2-10 Nomination and selection of the highest governance body	Omission		Confidential: Nomination and selection processes for the Board and its committees are confidential. Board composition is disclosed in Oman LNG's <a href="#">website</a> and our 2025 Sustainability Report (pg. 13).
	2-11 Chair of the highest governance body	Our Board, Page: 12		

GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
<b>GRI 2: General Disclosures 2021</b>	2-12 Role of the highest governance body in overseeing the management of impacts	Instilling Effective Governance, Page: 13		
	2-13 Delegation of responsibility for managing impacts	Instilling Effective Governance, Page: 13		
	2-14 Role of the highest governance body in sustainability reporting	Our Board, Page: 12 Instilling Effective Governance, Page: 13		
	2-15 Conflicts of interest	Instilling Effective Governance, Page: 13 Empowering Ethical Operations, Page: 16		
	2-16 Communication of critical concerns	Instilling Effective Governance, Page: 13 Sustaining Compliance with Regulatory Standards, Page: 14		
	2-17 Collective knowledge of the highest governance body	The Board of Directors leverages its expertise in the oil and gas sector to drive Oman LNG's strategic and sustainability objectives. It is kept informed on sustainability matters through regular updates from the Management Team and dedicated steering committees.		
	2-18 Evaluation of the performance of the highest governance body	Omission		Confidentiality constraints: Performance evaluation details of the highest governance body are classified as confidential.

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GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
GRI 2: General Disclosures 2021	2-19 Remuneration policies	Omission		Confidentiality constraints: The information on remuneration is considered confidential.
	2-20 Process to determine remuneration	Omission		Confidentiality constraints : The information on remuneration is considered confidential.
	2-21 Annual total compensation ratio	Omission		Confidentiality constraints: The information on remuneration is considered confidential.
	2-22 Statement on sustainable development strategy	Message from Our Chairman, Page: 5 Message from our CEO, Page: 6		
	2-23 Policy commitments	Economic and governance commitments, Page: 16 Social commitments, Pages: 38-39,72 Environmental commitments, Pages: 44,46,59-62,64-54		
	2-24 Embedding policy commitments	Economic and governance commitments, Page: 16 Social commitments, Pages: 38-39,72 Environmental commitments, Pages: 4,46,59-62,64-54		
	2-25 Processes to remediate negative impacts	Enabling Strategic Risk Management, Page: 15		
	2-26 Mechanisms for seeking advice and raising concerns	Instilling Effective Governance, Page: 13		

GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	Sustaining Compliance with Regulatory Standards, Page: 14		
	2-28 Membership associations	Membership Associations, Page: 7 Certifications, Page: 7		
	2-29 Approach to stakeholder engagement	Driving Sustainable Outcomes Through Stakeholder Engagement, Page: 20		
	2-30 Collective bargaining agreements	Sustainability Report 2023, Page:58		
<b>MATERIAL TOPICS</b>				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Driving Sustainable Outcomes Through Stakeholder Engagement, Page: 20		A grey 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	Driving Sustainable Outcomes Through Stakeholder Engagement, Page: 20		
	3-3 Management of material topics	Driving Sustainable Outcomes Through Stakeholder Engagement, Page: 20		
<b>ECONOMIC PERFORMANCE</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Please refer to Page: 25		

# GRI Index

GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Please refer to Page: 30	11.14.2	
	201-2 Financial implications and other risks and opportunities due to climate change	Omission	11.2.2	Information unavailable/incomplete: Methodologies to govern and calculate climate-related financial implications, risks, and opportunities are yet to be developed at Oman LNG.
	201-3 Defined benefit plan obligations and other retirement plans	Omission		Information unavailable: Oman LNG does not publicly disclose information about our defined benefit plan obligations and other retirement plans to protect the interests of our employees and the organization while ensuring privacy and security of such data.
	201-4 Financial assistance received from government	Omission		Not Applicable : The requested information is not applicable to Oman LNG.
<b>MARKET PRESENCE</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Diverse and Inclusive Workforce, Page: 26		

GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Oman LNG's wage system is structured based on job profiles determined through formal job evaluations, ensuring equal pay for equal work regardless of gender. In alignment with national regulations, the legal minimum wage in Oman is OMR 325 (approximately USD 845). All Oman LNG employees earn above this statutory minimum.		
<b>GRI 202: Market Presence 2016</b>	202-2 Proportion of senior management hired from the local community	26% includes those in the managerial level category: SG+ Senior management: Senior management and above position Local: Ash Sharqiyah South Governorate Significant locations of operation: Oman LNG has only one Site located in Sur	11.14.3	
<b>INDIRECT ECONOMIC IMPACTS</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Thriving Communities, Page: 26		

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GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	Thriving Communities, Pages: 81-86	11.14.4	
	203-2 Significant indirect economic impacts	Thriving Communities, Pages: 81-86	11.14.5	
<b>PROCUREMENT PRACTICES</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Local Content, Pages: 87-89		
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	Local Content, Pages: 87-89		
<b>ENERGY</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Redefining Energy Use and Carbon Footprint Management, Page: 46		
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	Redefining Energy Use and Carbon Footprint Management, Page: 46	11.1.2	
	302-2 Energy consumption outside of the organization	Omission	11.2.3	Information unavailable/incomplete: Oman LNG does not currently measure energy consumption outside of our organisation.
	302-3 Energy intensity	Redefining Energy Use and Carbon Footprint Management, Page: 46	11.1.3	
	302-4 Reduction of energy consumption	Omission		Information unavailable: For 2025 sustainability report, the reduction of energy consumption was not computed.

GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
<b>GRI 302: Energy 2016</b>	302-5 Reductions in energy requirements of products and services	Omission		Information unavailable: For the 2025 sustainability report, the reductions in energy requirements of products and services were not computed.
<b>WATER AND EFFLUENTS</b>				
<b>GRI 3: Material Top GRI 3: Material Topics 2021 ics 2021</b>	3-3 Management of material topics	Responsible Water Management, Pages: 57-58		
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	Responsible Water Management, Pages: 57-58	11.6.2	
	303-2 Management of water discharge-related impacts	Responsible Water Management, Pages: 57-58	11.6.3	
	303-3 Water withdrawal	Responsible Water Management, Pages: 57-58	11.6.4	
	303-4 Water discharge	Responsible Water Management, Page: 57-58	11.6.5	
	303-5 Water consumption	Responsible Water Management, Pages: 57-58	11.6.6	
<b>BIODIVERSITY</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Biodiversity and Nature as a Strategic Asset, Pages: 64-65		
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity and Nature as a Strategic Asset, Pages: 64-65	11.4.2	
	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity and Nature as a Strategic Asset, Pages: 64-65	11.4.3	

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GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
<b>GRI 304: Biodiversity 2016</b>	304-3 Habitats protected or restored	Biodiversity and Nature as a Strategic Asset, Pages: 64-65	11.4.4	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Omission		Not Applicable: The requested information is not applicable to Oman LNG.
<b>EMISSIONS</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Redefining Energy Use and Carbon Footprint Management, Pages: 46-49		
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Redefining Energy Use and Carbon Footprint Management, Pages: 46-49	11.1.5	
	305-2 Energy indirect (Scope 2) GHG emissions	Redefining Energy Use and Carbon Footprint Management, Pages: 46-49	11.1.6	
	305-3 Other indirect (Scope 3) GHG emissions	Omission	11.1.7	Information unavailable/incomplete: Scope 3 GHG emissions have not been calculated for the 2025 reporting year.
	305-4 GHG emissions intensity	Redefining Energy Use and Carbon Footprint Management, Pages: 46-49	11.1.8	
	305-5 Reduction of GHG emissions	Reduction of GHG emissions, Pages: 46-49	11.2.3	
	305-6 Emissions of ozone-depleting substances (ODS)	Omission		Information unavailable: Not applicable to Oman LNG's operations.

GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
<b>GRI 305: Emissions 2016</b>	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Managing Air Quality Across the Value Chain, Page: 56	11.3.2	
<b>WASTE</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Waste Management, Pages: 59-63		
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Waste Management, Pages: 59-63	11.5.2	
	306-2 Management of significant waste-related impacts	Waste Management, Pages: 59-63	11.5.3	
	306-3 Waste generated	Waste Management, Pages: 59-63	11.5.4	
	306-4 Waste diverted from disposal	Waste Management, Pages: 59-63	11.5.5	
	306-5 Waste directed to disposal	Waste Management, Pages: 59-63	11.5.6	
	306-3 Significant spills	Spill Prevention and Control, Pages: 59-63	11.8.2	
<b>EMPLOYMENT</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Put People First, Page: 26		
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Our People, Pages: 67-71	11.10.2	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits and Experience, Pages: 67-71	11.10.3	
	401-3 Parental leave	Employee Benefits and Experience, Pages: 67-71	11.10.4	
<b>LABOUR/MANAGEMENT RELATIONS</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Put People First, Page: 26		

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GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
<b>GRI 402: Labour/Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	All changes are governed by the Management of Change (MOC) process, which defines the appropriate notice period to be provided to employees for each operational change. For example, in cases where staff are relocated or reassigned from technical to non-technical roles, a six-month grace period is granted during which they retain their existing allowances	11.10.5	
<b>OCCUPATIONAL HEALTH AND SAFETY</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Building Safety Excellence, Page: 25		
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Our Approach towards Occupational Health and Safety, Page: 38	11.9.2	
	403-2 Hazard identification, risk assessment, and incident investigation	Our Approach towards Occupational Health and Safety, Page: 38	11.9.3	
	403-3 Occupational health services	Safeguarding Health and Wellbeing, Pages: 39-40	11.9.4	

GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
<b>GRI 403: Occupational Health and Safety 2018</b>	403-4 Worker participation, consultation, and communication on occupational health and safety	Cultivating Engagement and Competence in Health & Safety Measures, Page: 41	11.9.5	
	403-5 Worker training on occupational health and safety	Promoting Mental Health and Psychological Wellbeing, Page: 41	11.9.6	
	403-6 Promotion of worker health	Promoting Mental Health and Psychological Wellbeing, Page: 41	11.9.7	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our Approach towards Occupational Health and Safety, Page: 38	11.9.8	
	403-8 Workers covered by an occupational health and safety management system	Our Approach towards Occupational Health and Safety, Page: 38	11.9.9	
	403-9 Work-related injuries	Safeguarding Health and Wellbeing, Pages: 39-40	11.9.10	
	403-10 Work-related ill health	Safeguarding Health and Wellbeing, Pages: 39-40	11.9.11	
<b>TRAINING AND EDUCATION</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Building Skills and Developing Talent, Page: 26		
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Building Skills and Developing Talent, Pages: 73-74	11.10.6	
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Building Skills and Developing Talent, Pages: 73-74	11.10.7	
	404-3 Percentage of employees receiving regular performance and career development reviews	Building Skills and Developing Talent, Pages: 73-74		

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GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Diverse and Inclusive Workforce, Page: 26		
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Diverse and Inclusive Workforce, Page: 72	11.11.5	
	405-2 Ratio of basic salary and remuneration of women to men	Omission	11.11.6	Information unavailable/incomplete: The ratio of basic salary and remuneration of women to men has not been calculated for the 2025 reporting year. However, there is no difference in basic salary or remuneration due to gender
<b>NON-DISCRIMINATION</b>				
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Human Rights, Page: 78	11.11.7	
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>				
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Oman LNG is not associated with any operations where the right to freedom of association and collective bargaining are at risk.	11.13.2	
<b>FORCED OR COMPULSORY LABOUR</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	In accordance with Article 5 of the Omani Labour Law, all forms of forced or coercive labour are strictly prohibited and subject to regulatory enforcement.		

GRI STANDARD	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.	OMISSION
<b>LOCAL COMMUNITIES</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Thriving Communities, Page: 26		
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programmes	Advancing in Community Development, Pages: 85-86	11.15.2	
	413-2 Operations with significant actual and potential negative impacts on local communities	Thriving Communities, Pages: 81-86	11.15.3	
<b>SUPPLIER SOCIAL ASSESSMENT</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Procurement Practices, Page: 25		
<b>GRI 414: Supplier Social Assessment 2016</b>	4414-1 New suppliers that were screened using social criteria	Procurement Practices, Page: 31	11.10.8	
	414-2 Negative social impacts in the supply chain and actions taken	Procurement Practices, Page: 31	11.10.9	
<b>ADDITIONAL SECTOR DISCLOSURES</b>				
<b>GRI 11</b>	11.16 Land and resource rights	Oman LNG's operations are governed by a right to operate in the Sur area, however, Oman LNG's impacts on the availability and accessibility of the resources do not affect local communities and other users.		
	11.17 Rights of indigenous peoples	Oman LNG does not operate in areas home to communities or peoples classified as indigenous.		
	11.18 Conflict and security	Oman LNG does not operate in areas of conflict and respect for human rights is ensured by Oman Labour Law and diligent Employee policies within Oman LNG.		
	11.19 Anti-competitive behaviour	Empowering Ethical Operations, Page:16		
	11.20 Anti-corruption	Empowering Ethical Operations, Page:16		
	11.21 Payments to governments	Oman LNG does not provide any payments to governments that could contribute to inefficient management of public funds, illicit financial flows, or corruption.		
	11.22 Public policy	Oman LNG does not participate in public policy development, neither directly nor through an intermediary organization.		

# Glossary

ACRONYM / ABBREVIATION	EXPANSION
ABC	Anti-Bribery and Corruption
AGRU	Acid Gas Removal Unit
AML	Anti-Money Laundering
API	American Petroleum Institute
AQMS	Air Quality Monitoring Station
CAA	Clean Air Act
CAPEX	Capital Expenditure
CCUS	Carbon Capture, Utilisation and Storage
CEMS	Continuous Emission Monitoring Systems
COC	Continuously Oil Contaminated
CSR	Corporate Social Responsibility
DEI	Diversity, Equity and Inclusion
EA	Environmental Authority
EAP	Employee Assistance Programme
EIA	Environment Impact Assessment
EMS	Environmental Management System
ERP	Enterprise Resource Planning
ESG	Environment, Social and Governance
ESIA	Environmental and Social Impact Assessment
FM	Facilities Management
FTW	Fitness to Work
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
GUtech	German University of Technology in Oman
HAS	Hay Al Shurooq Housing Complex

ACRONYM / ABBREVIATION	EXPANSION
HO	Head Office
HSE	Health, Safety, and Environment
HSSE	Health, Safety, Security, and Environment
HSSE & SP CF	Health, Safety, Security, Environment, and Social Performance Control Framework
IA	Instrument Air
ICV	In-Country Value
IGU	International Gas Union
IP	Internet Protocol
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organisation for Standardisation
ISMS	Information Security Management System
IUCN	International Union for Conservation of Nature
KPI	Key Performance Indicator
LCC	Life Cycle Cost
LCOH	Levelised Cost of Hydrogen
LCOM	Levelised Cost of Methane
LCOT	Levelised Transport Cost
MCHE	Main Cryogenic Heat Exchangers
MPGC	Middle East Petroleum & Gas Conference
MR	Mixed Refrigerant
MoU	Memorandum of Understanding
NAD	Non-Accidental Death
NDC	Nationally Determined Contribution
NGOs	Non-Governmental Organisations

ACRONYM / ABBREVIATION	EXPANSION
NOx	Nitrogen Oxides
NZ	Net Zero
NZE	Net Zero Emissions
ODF	Oman LNG Development Foundation
ODS	Ozone-Depleting Substances
OGMP 2.0	Oil & Gas Methane Partnership 2.0
OH&S	Occupational Health and Safety
OIA	Oman Investment Authority
OPAL	Oman Energy Association
OPEX	Operating Expenses
OQAAE	OQ Alternative Energy
OT	Operational Technology
OWA	Omani Women Association
PDCA	Plan-Do-Check-Act
PDO	Petroleum Development Oman
PPA	Power Purchase Agreement
Pre-FEED	Pre-Front-End Engineering Design
PtM	Power-to-Methane
PTWH	Permit to Work at Height
PV	Solar Photovoltaics
PwD	People with Disability
R&D	Research and Development
RPA	Robotic Process Automation
SCW	Sea Cooling Water
SDC	Sponsorship & Donation Committee

ACRONYM / ABBREVIATION	EXPANSION
SIP	Social Investment Programme
SIS	Social Investment Strategy
SMEs	Small and Medium Enterprises
SOx	Sulfur Oxides
SPA	Sale and Purchase Agreement
SQU	Sultan Qaboos University
SROI	Social Return on Investment
STO	Sur Town Office
TA	Turnaround
U.S.	United States
UN SDGs	United Nations Sustainable Development Goals
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
VOCs	Volatile Organic Compounds
WEC	Wave Energy Converter