مؤسسة نفط الشارقة الوطنية
SNOC

2025

SUSTAINABILITY REPORT

CONTENTS

PRESIDENT'S MESSAGE

WE ARE DELIVERING ON OUR COMMITMENT TO A SUSTAINABLE FUTURE

At SNOC, our commitment to environmental stewardship has evolved from aspiration to action. As we present our second Sustainability Report, we reflect on a year marked by measurable progress, strengthened partnerships, and deepened accountability throughout our journey toward responsible energy production.

The vision of the late Sheikh Zayed bin Sultan Al Nahyan continues to inspire our path forward, reminding us that true leadership means preserving our natural heritage while powering progress. Today, as the UAE advances its global leadership in climate action and sustainable development, SNOC is proud to contribute through concrete initiatives that reduce our environmental footprint and enhance our positive impact on the communities we serve.

Closer to home, we are guided by the vision of His Highness Sheikh Dr Sultan bin Mohammed Al Qasimi, Supreme Council Member and Ruler of Sharjah, whose commitment to sustainable development and environmental stewardship has long set the standard for responsible governance in the region. Our work at SNOC is a direct reflection of that vision – translating His Highness's ambitions for a greener, more prosperous Sharjah into tangible operational outcomes.

This second report represents more than a continuation of our first – it demonstrates our maturity as an organization committed to integrating sustainability into every aspect of our operations. We have moved beyond establishing frameworks to delivering tangible results that support the UAE's Net Zero by 2050 strategic initiative and contribute to Sharjah's sustainable development goals.

Over the past year, we have enhanced our environmental, social and governance (ESG) performance through targeted investments in emissions reduction, operational efficiency and community engagement. We have learned that energy security and environmental responsibility are not competing objectives but complementary imperatives that strengthen our business resilience and create lasting value.

Our achievements reflect the dedication of our teams, whose expertise and commitment drive innovation across our operations. Their efforts ensure that we balance our responsibility to meet today's energy needs with our obligation to protect tomorrow's environment, while supporting the economic vitality of Sharjah and the UAE.

I extend my sincere appreciation to our employees, partners and stakeholders who have made this progress possible. As we look to the future, we recognize that our work is far from complete. We remain committed to raising our ambitions, accelerating our efforts and contributing meaningfully to a sustainable and prosperous future for generations to come.

Thank you for your continued partnership in this vital journey.

H.H. Sultan bin Ahmad Al Qasimi
President

CEO'S MESSAGE

Khamis Al Mazrouei
CEO

ACCELERATING PROGRESS TOWARD A SUSTAINABLE ENERGY FUTURE

As we present Sharjah National Oil Corporation's second Sustainability Report, I am proud to share the significant strides we have made in advancing our environmental, social, and governance commitments. This report reflects a year of tangible achievements, demonstrating that our dedication to sustainability continues to strengthen and deliver meaningful results.

Building on the foundation established in our inaugural report, we have accelerated our journey toward Net-Zero emissions while maintaining our unwavering focus on energy security and affordability.

A landmark achievement this year has been the successful commissioning of "SANA", our 60MW solar facility at the Sajaa Plant, developed in partnership with Emerge. This transition to solar energy represents more than a reduction in carbon emissions – it exemplifies our ability to deliver transformative change that benefits both our operations and the broader community. Our power-sharing agreement with SEWA ensures grid stability while advancing Sharjah's renewable energy goals, demonstrating the power of collaboration in achieving sustainability objectives.

Safety and environmental protection remain non-negotiable priorities. Our Health, Safety, and Environment (HSE) performance has improved significantly, reflecting our proactive approach to risk management and our commitment to zero-harm operations.

Our people continue to be our greatest asset. This year, we have expanded our investment in talent development, leadership training, and employee wellbeing programs.

Transparency and accountability guide our governance approach. We have enhanced our ESG reporting frameworks, strengthened our emissions monitoring capabilities, and deepened stakeholder engagement to ensure our sustainability strategy remains robust, credible, and aligned with international best practices.

As we look ahead, we recognize that the path to sustainability requires sustained effort, adaptive thinking, and bold action. We are committed to raising our ambitions, expanding our clean energy portfolio, and continuing to lead by example within our industry and across the communities we serve.

I extend my sincere appreciation to our dedicated employees, valued partners, and supportive stakeholders. Your collaboration and commitment have been instrumental in the progress we celebrate today. Together, we will continue building a more secure, sustainable, and prosperous energy future – one that honors our responsibility to this generation and those to come.

2025 AT A GLANCE: OUR PERFORMANCE

ENVIRONMENT

01

GHG emissions

309,626
Scope 1 Emissions

1,741
Scope 2 Emissions

(Units in metric tons CO_2e)

Commitment to the Net-Zero journey

60 MWp
Commissioned SANA – utility-scale solar photovoltaic (PV) plant

~66,000 tCO_2e
Offset annually

Progressed low-carbon innovation

Partnered with Siemens Energy & Decahydron on feasibility study of natural hydrogen.

Strengthened environmental stewardship

365
Waste Recycling Program expanded beyond plant boundaries

Committed to reduce waste sent to landfill by
50%
by 2030

Committed to decrease water usage by
25%
by 2030

SOCIAL

02

Safety first operations

0
Maintained Zero fatality rate from 2021 to 2025

1.86
Total Recordable Injury Rate (TRIR)
per 1,000,000 hours worked

Workforce development

24
Nationalities represented across the organization

42%
Emiratization

Learning & capability building

100%
Completion of performance & development reviews

Community & social investment

AED 10 million
Committed to a 10-year Energy, Environment & Innovation Fund with the American University of Sharjah to advance sustainable energy research.

GOVERNANCE

03

Strengthened ESG oversight

Sustainability Committee established in 2025

Ethics & integrity

Zero-tolerance approach to corruption upheld

Achieved Corporate Ethical Procurement & Supply Certification

Risk & continuity management

Risk management aligned with ISO 31000

Business continuity aligned with NCEMA 7000:2021

Digital governance

Deployed RISE with SAP, a unified digital platform integrating core business and environmental management functions.

OVERVIEW OF THE REPORT

We are pleased to present Sharjah National Oil Corporation (SNOC) 2025 Sustainability Report, reaffirming our commitment to responsible stewardship, transparent disclosure, and continuous improvement across our Environmental, Social, and Governance (ESG) priorities.

Building on the foundation established in our inaugural report, this 2025 edition demonstrates our progress in strengthening environmental stewardship, enhancing social responsibility, and reinforcing sound governance practices. It reflects our ongoing commitment to sustainability, celebrates past achievements, and outlines our aspirations aligned with national and global climate and energy-transition objectives.

This Sustainability Report has been prepared in reference to the Global Reporting Initiative (GRI) Standards, reflecting our commitment to transparent disclosure and alignment with internationally recognized ESG reporting practices. The content is informed by our materiality assessment and stakeholder engagement priorities.

Reporting Scope and Boundaries

This edition presents comprehensive data for the full reporting year of 2025 (January 1–December 31). Where applicable, previous years' data has been incorporated to enable year-on-year comparisons and to provide a clear view of SNOC's performance trends across key sustainability indicators.

A Note of Caution

This report includes certain forward-looking statements that reflect SNOC's expectations, ambitions, and strategic priorities for the future. These statements may be identified by terms such as "targets," "aims," "plans," "expects," "believes," or similar expressions that indicate future intentions or anticipated outcomes.

It is important to approach these forward-looking statements with caution, because they are subject to a range of risks, uncertainties, and external factors, many of which are beyond SNOC's control, that may cause actual results, performance, or developments to differ significantly from those expressed or implied in this report. Furthermore, for the purposes of this document, the term "material" refers to matters that SNOC considers to be of significant or moderate importance to our stakeholders and to the potential impact on our business activities, performance, or long-term sustainability.

Our Assurance

All information presented in this report represents the most recent internally validated data, unless stated otherwise. Certain figures may be rounded for clarity and ease of presentation.
Our internal reporting processes are designed to systematically gather, review, and confirm the accuracy of the information disclosed. Each dataset undergoes verification by the reporting units responsible and subject matter experts to ensure the reliability and integrity of the data included in this report.

01

ABOUT SNOC:
OUR OPERATIONS AND RECENT DISCOVERIES

ABOUT SNOC: OUR OPERATIONS AND RECENT DISCOVERIES

Our Identity and Legacy

SNOC is committed to strengthening energy resilience while fostering innovation in support of sustainable development. Wholly owned by the Government of Sharjah and operating with a high degree of autonomy, SNOC today supplies around 95% of the emirate's gas requirements. Through its seasonal storage capability, the corporation ensures continuity of supply year-round, placing it at the heart of Sharjah's energy security and long-term economic resilience.

Sharjah's modern energy journey began with the signing of the Petroleum Concession Agreement in 1978, followed by the Emirate's first major natural gas discovery at the Sajaa field in 1980. Throughout the 1980s and 1990s, a succession of discoveries and the development of key infrastructure including the Sajaa gas plant, Liquefied Petroleum Gas (LPG) facilities, and new field developments significantly expanded Sharjah's production capabilities and established a reliable energy supply for industry and commerce. The 2000s marked a period of technological advancement, operational optimization, and expanding exploration efforts that paved the way for a more integrated and resilient energy system.

This multidecade foundation ultimately led to the formal establishment of SNOC in 2010, consolidating these milestones into a unified national organization dedicated to responsibly managing the Emirate's energy resources and contributing to Sharjah's long-term economic and environmental sustainability.

In 2014, a major milestone in Sharjah's energy sector was achieved through the merger of the Sharjah Liquefaction Gas Company (SHALCO) and the Sharjah Oil Company (SOC) under the Sharjah National Oil Corporation (SNOC). This integration unified key upstream, gas processing, and LPG operations within a single organization, strengthening operational efficiency, enhancing strategic coordination, and further supporting Sharjah's long-term energy security and economic development.

Our Strategic Direction

As we continue to evolve, our strategic direction is guided by a clear vision and mission, reinforcing our commitment to delivering value through responsible and sustainable energy operations.

Our Vision

To be the reliable energy provider and value creator for Sharjah with a focus to achieve Net Zero.

Our Mission

To safely and sustainably develop a diversified energy portfolio that creates value for Sharjah, our people, and our community.

Core Values

Integrity
Empowerment
Innovation
Sustainability

SNOC's strategic direction is anchored in five long-term goals that shape our growth, resilience, and contribution to Sharjah's energy future.

Goal 1: **Create a Diversified & Balanced Portfolio**
Expand beyond traditional gas operations into new energy sources and commercial opportunities

Goal 2: **Meet Sharjah's Energy Demand**
Ensure reliable, secure, and affordable energy supply for Sharjah's economic growth

Goal 3: **Pursue Strategic Growth**
Grow reserves, production, and commercial value through exploration, development, and partnerships

Goal 4: **Create Value & Quality of Life for Sharjah**
Generate economic returns and contribute to community well-being and prosperity

Goal 5: **Invest in Future Generations**
Develop national talent, support education, and prepare for the energy transition

Strategic Slogan

“ Energy with Purpose ”

5-Year Corporate Plan Theme (2026-2030)

“ Build the Foundation ”

The 5-Year Corporate Plan outlines SNOC’s focused roadmap for 2026–2030, shaping the foundations required to deliver long-term growth and energy resilience. It translates strategic priorities into actionable programs that strengthen performance, capabilities, and future-readiness.

Five Strategic Priorities (2026-2030)

Priority 1:
Protect & Secure Sharjah’s Gas Supply

Priority 2:
Grow Upstream Resource & Reserves

Priority 3:
Expand Commercial Value & Markets

Priority 4:
Transform Capabilities & Technology

Priority 5:
Deliver Energy Transition & Net Zero

Our Operational Footprint

SNOC is the government-owned oil and gas executive arm of the Emirate of Sharjah, operating under the auspices of the Petroleum Department of Sharjah. As a reliable and strategic energy supplier, the corporation operates across the upstream, midstream, trading, and energy-transition segments to ensure the safe, efficient, and sustainable delivery of energy to Sharjah, the wider UAE, and international markets.

Upstream

Our Upstream portfolio focuses on the exploration, development, and production of hydrocarbons from existing fields, while continuously evaluating new opportunities both onshore and offshore. SNOC's exploration activities extend beyond Sharjah into other Emirates and international markets through collaborations with global petroleum partners. These efforts strengthen Sharjah's long-term energy security and support the responsible development of natural resources.

Midstream

Our Midstream Operations ensure safe, reliable, and efficient processing, transportation, and storage of hydrocarbons. Our facilities include:

- The Sajaa Gas Plant, with a processing capacity of 700 MMscfd.
- An LPG blending plant, LPG and condensate storage, and export terminals at Hamriyah
- A buoy mooring system, underground gas storage, and an extensive pipeline network that connects gas pipelines operating across Sharjah.

These assets play a critical role in ensuring uninterrupted energy availability across the Emirate. In addition, we have successfully completed a strategic underground gas storage project, further enhancing supply reliability during peak demand periods.

Trading

Our Trading Operations serve as the commercial engine of our business, managing the marketing and optimization of natural gas, condensate, and LPG. By leveraging structured contracts, strategic partnerships, and a growing global presence, these operations help ensure that energy flows remain reliable, competitive, and sustainable. Beyond commercial activities, our trading activities play a vital role in balancing supply and demand, supporting operational continuity, and helping meet the Emirate's peak energy requirements.

Energy Transition

Aligned with the UAE's Net Zero 2050 strategic initiative, SNOC is committed to advancing the energy transition. Our energy transition initiatives focus on projects that reduce emissions, diversify Sharjah's energy mix, and explore innovative low-carbon technologies. Key focus areas include renewable energy, hydrogen, geothermal potential, and the deployment of innovative clean energy solutions. These initiatives reflect our commitment to shaping a sustainable and resilient energy future for Sharjah.

Our Commitment to Community and Sustainable Growth

Corporate Social Responsibility (CSR)

SNOC remains dedicated to strengthening the communities in which we operate. Each year, we actively engage with and support local organizations through diverse CSR initiatives aligned with our strategic priorities. Our contributions span education, research, healthcare, social welfare, and humanitarian support, reflecting our commitment to driving meaningful and lasting community impact.

Our CSR efforts and commitments are detailed in our CSR Report.

https://www.snoc.ae/corporate-responsibility/

Looking Ahead

As we move forward, SNOC remains committed to delivering reliable energy solutions, fostering innovation, and investing in the growth and development of our people. Guided by our core values of trust, integrity, and transparency, we aim to contribute to the prosperity of Sharjah and enhance the well-being of its community. Our strategic focus on responsible resource management, energy transition, and community development will continue to drive our sustainable growth journey.

Charting Our Energy Evolution

Our journey spans several decades of progress, innovation, and strategic development. Each milestone reflects a significant step in expanding our operational capabilities, strengthening our infrastructure, and supporting the Emirate's economic and industrial growth.

1978
Foundational Agreement Signed

The signing of the Petroleum Concession Agreement laid out the groundwork for Sharjah's future in the exploration and production of natural gas resources.

1980
First Significant Discovery

The completion of the Sajaa-1 exploration well at a depth of 16,656 feet marked the first major discovery of Sharjah's natural gas resources.

1981
New Energy Resources Identified

The Moveyeid-1 well was drilled to a depth of 14,445 feet confirming additional reserves, strengthening Sharjah's resource base and marking an important step in developing the Emirate's energy portfolio.

1982
Establishment of a New Operating Entity

The inauguration of the Sajaa Plant marks the beginning of natural gas production in Sharjah

1983
Commencement of Gas Deliveries

The start of gas deliveries to Sharjah's industrial and commercial consumers represented a major milestone in the Emirate's progress as an energy provider.

1984
Start of Commercial Production

The establishment of SHALCO signified a new phase of liquefied petroleum gas production.

1986
LPG Production Milestone

The LPG plant at Sajaa began operations, enabling Sharjah to export LPG cargo internationally and marking the Emirate's entry into the global energy market.

1992
Expansion into New Fields

The commencement of the Kahaif field development enhanced Sharjah's upstream capacity and contributed to the continued expansion of its energy infrastructure.

1994
Significant Operational Achievement

Major advancements in production and processing capabilities further strengthened SNOC's position as a reliable energy supplier.

2003
Introduction of Advanced Technologies

The adoption of under balanced tubing drilling showcased Sharjah's commitment to leveraging advanced technologies in its energy extraction processes.

2010
Strategic Transformation Initiatives

SNOC's establishment as the Sharjah National Oil Corporation marked a pivotal moment, consolidating the entity's role in shaping the Emirate's long term energy strategy.

2011
Performance Optimization Initiative

Implementation of the Full-Field Compression project boosted production performance and optimized Sharjah's natural gas output.

2015
Assumption of Operational Control

SNOC assumed operational control of the Sajaa Asset, reinforcing the organization's commitment to reliability, efficiency, and operational excellence.

2017
Commissioning of Major Infrastructure

The LPG Blending and Loading project was commissioned, expanding SNOC's infrastructure and strengthening the Emirate's market presence.

2018
New Exploration Partnership

SNOC signed an Exploration Concession Agreement with eni, opening avenues for international collaboration and future discoveries.

2020
Major Field Discovery

A landmark discovery at the Mahani Field marked the first onshore find in Sharjah in nearly four decades, signifying a major achievement in the Emirate's exploration efforts.

2024
Fifth Gas Field Discovery

The discovery of the fifth gas field, Hedebah-01 marked a new addition to Sharjah's energy portfolio.

2025
Renewable Energy Expansion & Upstream Discovery

The commissioning of Sharjah's first utility scale solar photovoltaic plant demonstrated SNOC's continued commitment to clean energy and alignment with the UAE Net Zero 2050. In addition, the discovery of Hedebah-02 further reinforces SNOC's upstream portfolio and bolsters the corporation's future gas supply.

2025 Operational Milestones

Hedebah Gas Field

In 2025, SNOC achieved a significant advancement in the appraisal and development of the onshore Hedebah Gas Field with the successful drilling and testing of the Hedebah-02 well. This progress builds on the Hedebah-01 discovery in 2024, which confirmed gas and associated liquids within the Thamama geological formations and marked Sharjah's fifth onshore gas and condensate field.

Following its discovery, the Hedebah-01 well was fast-tracked into production within ten months, contributing directly to Sharjah's energy supply. The 2025 appraisal campaign focused on assessing the wider field's potential, resulting in the successful completion of Hedebah-02 well drilled to a total depth of 13,200 feet. Testing results confirmed additional gas bearing zones, further validating the field's resource potential.

Hedebah-02 is scheduled for production hookup in early 2026, with additional drilling planned to evaluate the full extent of the reservoir structure. This milestone reflects our continued operational excellence and commitment to strengthening Sharjah's energy security through responsible exploration and development.

Natural Hydrogen Collaboration

SNOC advanced its low-carbon innovation agenda in 2025 through a partnership with Siemens Energy and Decahydron to assess natural hydrogen potential in the northern Emirates. Early results from ongoing studies in Sharjah are promising, with further drilling planned in 2026 to refine resource understanding. The initiative supports the UAE's clean energy transition by exploring direct onsite use of natural hydrogen to reduce transport and storage needs.

SANA Solar Power Plant

This year SNOC commissioned SANA, Sharjah's first utility scale 60 MWp solar PV plant, marking a major step in the Emirate's clean energy adoption. The facility can meet its own operational power demand and export surplus electricity to SEWA, offsetting an estimated 66,000 tons of CO_2 annually. With delivery support from Sharjah Electricity, Water and Gas Authority (SEWA) and Emerge (a Masdar–EDF joint venture (JV)), the project strengthens energy security and advances SNOC's progress toward the UAE's Net Zero 2050 Strategy.

02

SUSTAINABILITY AT SNOC

SUSTAINABILITY AT SNOC

At SNOC, sustainability is embedded in the way we operate, shaping our decisions, guiding our long-term strategy, and strengthening our contribution to Sharjah's energy security and socio-economic development. Our approach integrates environmental stewardship, social responsibility, and strong governance to ensure we deliver value while protecting the wellbeing of our people, communities, and the environment. In this chapter, we outline how sustainability is governed across the organization, how we engage and collaborate with stakeholders, and how our materiality assessment informs our priorities. We also present our key partnerships, strategic initiatives, and major projects that support the UAE and Sharjah's Net-Zero ambitions. The following sections detail our stakeholder engagement practices, material topics, milestones achieved in 2025 and the sustainability governance structure as we continue progressing toward a resilient, responsible, and future ready energy sector.

Stakeholder Engagement: Listening, Acting & Reporting

Collaboration remains central to SNOC's approach, strengthening trusted relationships with government entities such as the Sharjah Petroleum Department, regulators, business partners, suppliers and contractors, customers, JV partners, employees, financial institutions, tax authorities, academia, and the local community. In 2025, SNOC continued to foster transparent, accountable engagement, where stakeholders were identified and prioritized by (i) their influence on SNOC's operations and (ii) the impact of SNOC's activities on economic, social, and environmental outcomes.

Governance, Policies & Controls

We engage stakeholders through a structured framework aligned with the Sharjah Government's directives, regulatory requirements, and our CSR strategy. Insights gathered through governance channels, operational committees, audits, workforce programs, supplier evaluations, customer collaborations, and community initiatives are fed into our business planning, risk management, and sustainability performance. We manage stakeholder relationships through internal policies and procedures that support transparent, inclusive, and responsible engagement, which are implemented across operations.

Key Policies & Controls

Code of Conduct & Ethics:
Establishes expectations for ethical behavior, transparency, and accountability in all stakeholder interactions.

Corporate Governance Framework:
Defines roles, responsibilities, and oversight mechanisms for managing stakeholder-related matters.

Communication & Disclosure Practices:
Ensures the provision of timely, accurate, and appropriate information sharing.

Grievance & Whistleblowing Mechanisms:
Provides confidential, non-retaliatory channels for employees and external stakeholders to raise concerns.

Human Resources Policies:
Supports employee engagement, wellbeing, equal opportunity, and Emiratization initiatives.

HSE Policies:
Addresses stakeholder concerns regarding safety, environmental protection, and operational impact management.

Procurement & Contractor Management:
Promotes ethical sourcing, regulatory compliance, and supplier HSE performance.

CSR & Community Engagement Practices:
Guides social investment and community development efforts.

Data Privacy & Confidentiality Controls:
Safeguards the privacy and confidentiality of stakeholder information.

Certain details are not publicly disclosed due to confidentiality, security, and commercial sensitivity.

Stakeholder Engagement Practices - How we put this into action

This year we continued strengthening our stakeholder engagement framework by enhancing structured feedback mechanisms, expanding CSR and community development initiatives, and improving the documentation and monitoring of stakeholder engagement outcomes. SNOC aims to further integrate stakeholder insights into sustainability planning, risk management, and performance evaluation, ensuring alignment with national sustainability objectives and Sharjah Government priorities.

Stakeholder Group	Engagement Channels	Frequency
Government & Regulators (Sharjah Government, Petroleum Department)	Regular reporting, compliance submissions, audits and coordination meetings.	Regular, mandated
Employees	Internal communication, training and development program, performance management process and employee feedback mechanism.	Regular basis
Suppliers & Contractors	Procurement processes, contractual agreements, supplier evaluations and HSE audits.	Ongoing
Customers & JV Partners	Contractual meetings, performance reviews, joint operational committees.	As and when required
Financial Institutions & Tax Authorities	Financial reporting, audits, and statutory submissions.	Scheduled
Local Community	CSR programs, awareness initiatives, and social investment activities.	As and when required

Stakeholder Group	Key Topics Raised	Actions/ Outcomes
Government & Regulators (Sharjah Government, Petroleum Department)	Regulatory Compliance, governance, energy security, health and safety and sustainable performance.	Timely submissions and regulatory coordination.
Employees	Occupational health and safety, professional development, wellbeing, Emiratization, and workplace culture.	Expanded training and improved communication.
Suppliers & Contractors	Ethical business conduct, health and Safety requirements, operational efficiency and environmental standards.	Completed HSE audits and improved compliance.
Customers & JV Partners	Operational reliability, efficiency, compliance and long-term partnership values.	Enhanced JV coordination.
Financial Institutions & Tax Authorities	Financial transparency, compliance, and risk management.	Compliance with regulatory requirement.
Local Community	Community development, environmental protection, social wellbeing, and local impact management.	Continued CSR investments and community outreach.

Partnerships

Supporting Sharjah's energy needs and contributing to the UAE's broader growth are core aspects of SNOC's mission. This year we sustained and strengthened key partnerships that enable operational efficiency, sector development, and energy transition.

Partner	Relationship	Area of Collaboration
SEWA	Primary buyer of natural gas	Collaboration on solar energy initiatives and operational coordination for Sharjah energy security.
ADNOC Gas	Main gas supplier to Sharjah via SNOC	Ongoing pipeline work from Abu Dhabi to Sharjah.
Eni & PTTEP	Joint exploration & production partners	Continued technical collaboration and resource optimization.
RAK	Joint exploration & production partners	Upstream technical exchange and exploration cooperation across shared geological zones.
Emerge	Contractual partner operating the Solar PV system for SNOC Sajaa facilities	Supports carbon reduction and renewable deployment.
AUS / UoS / UAEU	Academic partners	Research, training, internships, energy & environmental studies.
SAP	Digital transformation enabler	Supports acceleration of integrated reporting and data governance.
Siemens Energy	Joint exploration	Collaboration in natural hydrogen project.

SNOC actively seeks to establish and nurture long-term collaborations with government bodies, businesses, NGOs, and communities to fulfil its role as a socially responsible, integrated oil and gas corporation. The corporation aims to build enduring relationships across various sectors to extend its influence beyond the oil and gas industry.

Strategic Alignment, Projects, Programs & Initiatives

SNOC remains committed to maximizing the value of Sharjah's hydrocarbon resources while supporting economic growth, energy security, and long-term sustainable development. This year, the Corporation continued integrating stakeholder insights into planning and operations, advancing key projects such as gas storage enhancements, system upgrades, and solar based renewable initiatives to strengthen reliability, safety, and environmental performance.

We also progressed workforce programs – particularly the recruitment, development, and retention of Emirati talent – alongside broader training and engagement initiatives that enhance capability and organizational resilience. Complementing these efforts, SNOC pursued strategic initiatives including Carbon Capture and Storage (CC&S) assessments, geothermal feasibility studies, hydrogen research, market intelligence, and digital transformation, reinforcing its commitment to responsible energy transition and data-driven decision-making. Certain quantitative targets and project details remain subject to regulatory, technical, and commercial considerations.

Materiality Assessment: What Matters Most in 2025

In 2024, we conducted our first materiality assessment exercise, laying the foundation for SNOC's sustainability strategy and objectives. Building upon this groundwork, our approach to materiality assessment continues to reflect the evolving expectations of our stakeholders and the dynamic environment in which we operate. The 18 material topics identified during the previous year continue to form the cornerstone of our strategy.However, this year we have concentrated on enhancing the depth, clarity, and strategic significance of these topics as they inform corporate decision-making.

ESG Materiality Matrix

Our approach assessed material topics from both an impact and financial materiality perspective.

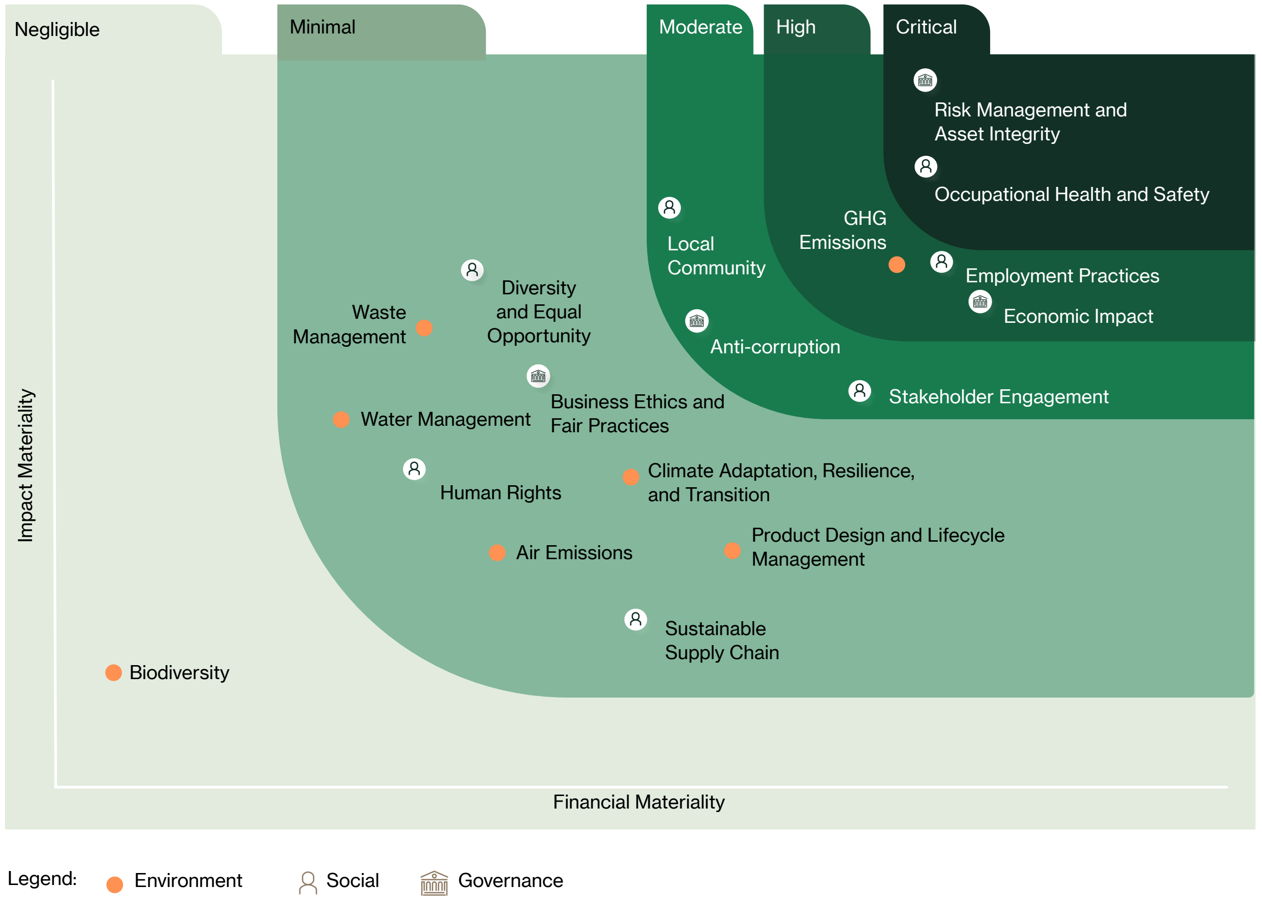
Impact Materiality
How SNOC's operations affect the environment, economy, and people.

Financial Materiality
How sustainability issues influence SNOC's enterprise value,operational resilience, and long-term viability.

This methodology ensures that every topic continues to reflect what matters most to SNOC, its stakeholders, and Sharjah's long-term sustainable energy future.

These topics reflect the high expectations of regulators, customers, partners, and the Sharjah Government.

Materiality Matrix



The materiality matrix ranks the material topics in the following manner:

Rank	Material Topic	Rank	Material Topic
1	Occupational Health and Safety	9	Business Ethics and Fair Practices
2	Risk Management and Asset Integrity	10	Diversity and Equal Opportunity
3	Employment Practices	11	Waste Management
4	Economic Impact	12	Climate Adaptation, Resilience, and Transition
5	GHG Emissions	13	Product Design and Lifecycle Management
6	Local Community	14	Human Rights
7	Stakeholder Engagement	15	Air Emissions
8	Anti-corruption	16	Sustainable Supply Chain
		17	Water Management
		18	Biodiversity

Critical Moderate Low
High Minimal

Material Topics: Key Drivers & Initiatives

To provide greater transparency regarding the influence of each material topic on our actions, we have systematically mapped them to key drivers of materiality and linked them to SNOC's corresponding initiatives for 2025. This mapping demonstrates the strategic relevance and practical implementation of each topic across our Environmental, Social, and Governance pillars, ensuring that every aspect of our sustainability agenda is closely aligned with our corporate commitments and national Net-Zero ambitions.

The table below presents a consolidated view of our prioritized material topics for 2025, why they matter, and how SNOC is responding through focused initiatives aligned with our corporate commitments and national Net-Zero ambition.

GHG Emissions (Scope 1 & 2)

Environment

Key Drivers	Net Zero 2050 commitments, and regulatory and transparency needs.
Our Initiatives	• Commissioning of SANA 60 MW solar. • Transition from gas turbine compressor to electric drives. • Progressing towards climate change & storage hub. • Process improvement to reduce routine flaring / venting.

Climate Adaptation & Resilience

Environment

Key Drivers	Rising climate related risks (heat, extreme weather) and operational exposure.
Our Initiatives	• Water reuse initiatives. • Climate risk assessments. • Supply-chain resilience planning. • Water management at Sajaa gas plant.

Air Emissions (NOx/SOx)

Environment

Key Drivers	Compliance with emissions regulations.
Our Initiatives	• Monthly Environmental Performance Indicator (EPI) reviews established to track SO_2, NOx, CO, and VOC trends. • Continued optimization of combustion systems for reduced nitrogen oxides (NOx) formation. • Use of low sulphur clean sales gas to maintain sulfur clean sales gas to maintain minimal sulfur oxides (SOx) emissions. • Air emission trend tracking integrated into operational KPIs. • Enhancements in fuel switch discipline for emergency diesel use only. • Combustion system optimization implemented to minimize air emissions. • Integration of emissions reporting into Sphera Sustainability software for governance and transparency.

Waste Management & Circularity

Environment

Key Drivers	• UAE Circular Economy Policy. • Stakeholder expectations for responsible materials handling.
Our Initiatives	• Expansion of 365 Waste Recycling Program beyond plant boundaries. • Implementation of planned circularity audit to identify reduction levers. • Strengthening of segregation and monitoring through EPI indicators. • Collaboration with Bee'ah for advanced waste handling solutions. • Data collection through Sphera System. • Third-party waste handlers' compliance via documentation checks, disposal verification, and audit ready records. • Waste management in line with 4R hierarchy (Reduce, Reuse, Recycle, Recovery).

Water Stewardship

Environment

Key Drivers	• Maintain reliable water supply for plant utilities and safety systems. • Stakeholder expectations for conservation and efficient use.
Our Initiatives	• Quarterly groundwater monitoring across key sites. • Roll-out of improved EPI monitoring with enhanced dashboard and exceedance analysis methodology. • Further alignment of groundwater monitoring with SEWA protocols.

Biodiversity

Environment

Key Drivers	• Proximity of Sajaa plant and wells to region rich in biodiversity. • Importance of protecting groundwater linked ecosystems. • Regulatory expectations for monitoring environmental quality. • SNOC's environmental commitment under ISO 14001.
Our Initiatives	• Quarterly habitat and pond water assessments using third-party labs. • Integration of biodiversity indicators into internal EPI dashboards. • Strengthening of environmental monitoring around wells and surface features. • Collaboration with EPAA on biodiversity compliance and best practices.

Occupational Health & Safety

Social

Key Drivers	• SNOC's zero-harm commitment and regulatory obligations. • Exposure risks such as heat stress, H2S, NORM (Naturally Occurring Radioactive Materials), and emergency scenarios.
Our Initiatives	• Expansion of predictive HSE analytics through the e-Safe digital platform. • Strengthening of safety drills and emergency response simulations. • Enhancing of exposure monitoring programs (NORM, benzene, H_2S). • Promotion of employee health through voluntary wellness programs, including participation in the Dubai Fitness Challenge to encourage physical activity. • Updating competency-based Occupational Health & Safety (OHS) training calendar for all job families.

Employment Practices

Social

Key Drivers	• Attraction and retention of skilled talent in a competitive energy sector. • UAE Labor Law compliance and fairness expectations.
Our Initiatives	• Refinement of performance-based reward systems and HR digital workflows. • Updating employment guidelines including notice periods and benefits. • Strengthening PDP (Personalized Development Plans) rollouts. • Provisioning of internship opportunities. • Enhancing internal mobility framework to retain high performers.

Diversity, Equal Opportunity & Emiratization

Social

Key Drivers

- Alignment with UAE's National Emiratization Agenda.
- Need for gender diversity to enhance leadership and innovation.

Our Initiatives

- Sustaining and increasing Emirati representation across permanent roles.
- Maintaining fair and transparent recruitment and promotion processes.

Training & Development

Social

Key Drivers

- Increasing digital and technical competencies needed for new systems.
- Importance of leadership development for organizational continuity.
- Need to maintain high operational capability in specialized roles.

Our Initiatives

- Expansion of technical courses linked to new energy technologies.
- Enhancement of leadership pathways within NDP and PDP programs.
- Structured annual training plans aligned with departmental needs.

Community Engagement

Social

Key Drivers

- SNOC's role as a major contributor to Sharjah's socio-economic wellbeing
- Community expectations for investment in education, research & welfare.
- Strengthening social license to operate.

Our Initiatives

- Continuing partnerships and affiliations with a range of educational institutions, government entities, and community-based organizations that support its CSR objectives in education, health, social development, and community well-being.
- Enhancement of social impacts and long-term relationship with community and stakeholders.

Sustainable Supply Chain

Social

Key Drivers

- Supplier performance directly affects safety, quality & environmental outcomes.
- Growing expectations for ethical and sustainable procurement.
- Importance of local procurement to support UAE's In-country Value (ICV).
- Need to manage contractor HSE risks effectively.

Our Initiatives

- Implementation on suppliers' sustainability screening while working on digital transformation.
- Increasing the proportion of green procurement and maintained a preferred supplier list based on sustainable practices.

Business Ethics & Integrity

Governance

Key Drivers

- Need to maintain stakeholder trust and corporate reputation.
- Legal obligations on ethical conduct and fair competition.
- Importance of Code of Conduct for internal culture.

Our Initiatives

- Annual Business plan model was revised to align the budgets with Strategy and better accountability.
- Two internal audits completed covering HR and Finance Team.
- The Assurance and Compliance (A&C) team contributed to SNOC's digital transformation by participating in ERP implementation discussion with plans to conduct a governance review of the new system in 2026.

Anti Corruption

Governance

Key Drivers

- UAE's commitment to United Nations Convention Against Corruption (UNCAC) and anti-corruption compliance.
- High-risk exposure in procurement and contracting activities.
- Requirement to protect organizational integrity and public trust.

Our Initiatives

- Expanding anti-bribery training for employees and contractors.
- Strengthening supplier anti-corruption clauses and verification requirements.
- Enhancing tender oversight through dedicated committees.
- Enforcing Zero-tolerance through incident tracking systems.

Risk Management & Asset Integrity

Governance

Key Drivers

- Operation of large-scale gas fields, terminals, pipelines & critical assets.
- Safety, reliability and continuity risks inherent in O&G operations.

Our Initiatives

- Full implementation of upgraded ERM system.
- Increasing use of DNV Synergi Life for incident & risk tracking.
- Scheduling HAZOP revalidations and independent integrity audits.
- Strengthening Management of Change control.

Data Protection & Digital Reporting

Governance

Key Drivers

- Cybersecurity expectations for critical infrastructure operators.
- Transition toward digital, integrated reporting systems.

Our Initiatives

- SAP-enabled digital reporting dashboards with unified data sources.
- Strengthening data lineage and auditability controls.
- Improving cybersecurity measures across IT environments.
- Developing governance protocols for AI-supported reporting.

Sustainability Milestones & Achievements

SNOC, Siemens Energy & Decahydron to Collaborate & Explore Natural Hydrogen Power Project in Sharjah

SNOC has partnered with Siemens Energy and Decahydron to assess the feasibility of using naturally occurring hydrogen as a new low-carbon energy source in Sharjah, building on promising early findings from an existing exploration well. The study will evaluate natural hydrogen for power generation and industrial applications.

SNOC Launches Energy, Environment & Innovation Fund with American University of Sharjah

SNOC partnered with the American University of Sharjah (AUS) to establish the SNOC Energy, Environment & Innovation Fund, committing AED 10 million over 10 years to advance research and sustainable energy solutions. This strategic fund supports cutting-edge research, academic conferences, and long-term innovation programs focused on energy, environmental sustainability, and future-ready technologies. The collaboration combines SNOC's industry expertise with AUS's academic strengths, strengthening the UAE's knowledge economy and empowering the next generation of innovators to address global sustainability challenges.

SNOC & Emerge Inaugurate First Utility-Scale Solar Plant in Sharjah

SNOC and Emerge inaugurated SANA, Sharjah's first large-scale solar power project, marking a major step in advancing clean energy within the Emirate.

Emirates Gas forges strategic partnership with SNOC at WETEX 2025 to advance the LPG sector

Emirates Gas and SNOC signed a strategic MoU at WETEX 2025 (Water, Energy, Technology and Environment Exhibition) to jointly identify and develop new business opportunities in the LPG sector, strengthening their shared commitment to sustainability and innovation. The collaboration establishes a framework to leverage both organizations' capabilities to expand market reach, enhance supply resilience, and support the UAE's evolving energy landscape. With rising regional LPG demand, the partnership marks a major step in advancing Sharjah's energy diversification and long-term economic growth.

SNOC CEO in Global Energy Leaders Convene in Abu Dhabi for OGDC CEO Gathering Ahead of ADIPEC 2025

SNOC's Chief Executive participated in the Oil & Gas Decarbonization Charter (OGDC) CEO Gathering in Abu Dhabi on 2 November 2025, where more than 30 chief executives from OGDC signatories met to review progress on reporting, ambition setting, and action plans toward 2030 targets. The OGDC now unites 55 companies representing almost 40% of global oil production, underscoring the industry's collective push for transparency and accelerated decarbonization.

Sharjah National Oil Corporation (SNOC), participated in the inaugural Middle East Gas Conference (MEGC) 2025

SNOC participated as one of the key regional operators at the Middle East Gas Conference (MEGC) 2025, held in Dubai on 10 December and hosted by Crescent Petroleum. The event brought together senior policymakers, NOCs/IOCs, financiers, and energy leaders to address rising regional gas demand and strengthen cross-border cooperation. SNOC's involvement highlights its growing role in advancing domestic gas development, energy security, and strategic collaboration across the Middle East.

SNOC CEO nominated in Gulf Intelligence's Top 100 Middle East Energy Addition Sustainability Voices 2026 report

The Top 100 Middle East "Energy Addition" Sustainability Voices 2026 report reframes the regional energy narrative by emphasizing Energy Addition as the need to expand total energy supply while decarbonizing, rather than replacing existing sources. It highlights leaders across the Middle East who are shaping a resilient, diversified, low-carbon energy system capable of meeting surging global demand. The report underscores that oil, gas, LNG, nuclear, renewables, and hydrogen will collectively remain essential as the region drives pragmatic, technology-driven pathways toward Net-Zero goals.

Intelligent ICT Awards Middle East in the Energy category for SNOC's "SANA" Solar PV Plant

SNOC won the Intelligent ICT Awards Middle East in the energy category for its groundbreaking SANA Solar PV Plant, recognizing its innovation in clean-energy infrastructure. This achievement underscores SNOC's regional leadership in deploying smart, sustainable energy solutions and advancing the emirate's Net-Zero ambitions.

CIPS Corporate Ethical Procurement & Supply Certification Awarded to SNOC

SNOC's Procurement and Supply Chain Committee (PSCM) team achieved the Chartered Institute of Procurement & Supply (CIPS) Corporate Ethical Procurement and Supply Certification, a distinguished recognition of the organization's commitment to the highest standards of ethics, integrity, and governance in procurement. This milestone reflects SNOC's ongoing dedication to transparent, responsible, and professional supply chain management. Celebrated through a special recognition event, the achievement underscores the team's consistent efforts in embedding ethical practices across all procurement activities and reinforces SNOC's role as a trusted, sustainability-driven energy provider.

SNOC collaborates with SAP to accelerate its digital transformation

In 2025, SNOC strengthened its digital transformation by adopting 'RISE with SAP', creating a unified cloud platform that integrates operations, finance, HR, supply chain, and environmental management. This modernization enhances transparency, efficiency, and data accuracy. Through AI enabled cloud ERP, advanced analytics, and industry specific tools for hydrocarbon accounting and asset optimization, SNOC improves oversight of material topics such as operational performance, environmental impact, and workforce development. This partnership reinforces stakeholder confidence by enabling more reliable reporting, stronger governance, and improved decision-making across SNOC's energy value chain.

How We Govern Sustainability

Strategic Approach

By identifying opportunities within both the external market environment and its internal strengths, SNOC has established five strategic objectives to guide the corporation toward its desired future. These objectives act as a compass, offering direction while recognizing the limits within which the corporation must operate, and they define the corporation's path for growth and operational planning.

Key Themes	SNOC's Strategic Goals
Create a Diversified and Balanced Portfolio	Build a varied and economically strong portfolio, balancing current and new business areas: a. Safeguard the core business and its extensions (gas supply to SEWA, LPG, condensate). b. Expand into new energy areas – hydrogen and Carbon Capture and Storage (CC&S) and renewables. c. Explore additional potential revenue streams.
Meet Sharjah's Energy Demand	Meet the energy demand needs of Sharjah in a reliable manner: a. Reinforce SNOC's primary role and core operations. b. Address both current and future energy requirements.
Target International Expansion	Develop diverse energy sources within Sharjah and beyond: a. Include output from existing assets and new exploration/development. b. Pursuing international E&P opportunities. c. Extend into broader energy areas, not limited to hydrocarbons.
Creating Value and Quality of Life for Sharjah	Enhance value and improve quality of life for all SNOC stakeholders (employees, citizens, industry, economy): a. Foster a healthy work culture and delivering on responsibility towards SNOC employees. b. Support SNOC's wider contribution to Sharjah's economic and social value.
Consider Future Generations	Operate safely and sustainably for future generations: a. Embed sustainability with safety as a key element. b. Advance Net-Zero efforts and reduce carbon footprint (including CC&S as part of diversification).

Our Approach to Sustainability

Our commitment extends beyond business objectives to adopt sustainable solutions that help preserve Sharjah's environment. Experts within our corporation handle important environmental, social, and governance (ESG) themes. As SNOC's operations continue to expand, we remain steadfast in our pledge to uphold the highest standards of corporate governance, ensuring that safety, environmental protection, and the well-being of local communities are central to all our activities.

Our sustainability team leads our ESG initiatives, ensuring that every choice aligns with our long-term sustainability commitments and contributes to a greener future. We are fully committed to achieving comprehensive ESG integration across our activities. Senior executives conduct quarterly reviews of our progress toward ESG objectives, providing guidance, oversight, and reinforcement to ensure continuous advancement in these areas. Safety always remains our foremost priority.

Our operations undergo frequent inspections and evaluations by external regulators in line with applicable laws and Health, Safety, and Environmental Impact Assessment (HSEIA) requirements. The Health, Safety, and Environment (HSE) department works to safeguard employees and reduce environmental impacts. Through ongoing monitoring and assessment, we consistently maintain compliance and strive to exceed industry standards.

We place strong importance on supporting the social and economic development of the communities in which we operate. Our annual financial contributions to local organizations demonstrate this commitment. We proudly support initiatives in education, research, healthcare, and social welfare. In addition, our efforts extend to backing humanitarian programs, charitable organizations, and academic institutions, further demonstrating our role as a responsible corporate citizen.

Our Sustainability Governance Structure

This year, we formalized our ESG policy and established a dedicated Sustainability Committee to strengthen our governance of sustainability matters. The Committee's purpose is to embed sustainability and ESG considerations into SNOC's overall management approach, ensuring they become an integral part of how we operate and make decisions. With a focus on monitoring, managing and integrating ESG topics, the Committee works to ensure that our practices reflect strong social responsibility and sound environmental stewardship.

The Sustainability Committee plays a strategic and wide ranging role in guiding our ESG agenda. It is responsible for shaping our sustainability strategy, monitoring progress on key ESG priorities, and ensuring that our practices remain aligned with relevant standards and regulatory expectations. The Committee regularly reviews SNOC's sustainability performance and reports its findings to the Leadership Team, helping to maintain transparency and strengthen accountability across the organization.

The Committee also engages with a variety of internal and external stakeholders, giving us a well-rounded understanding of the sustainability challenges and opportunities ahead. Through this collaborative approach, we aim not only to meet our ESG commitments but to continually raise the bar, positioning SNOC as a leader in responsible and forward-looking energy operations.

03

ENERGY TRANSITION & DIGITAL TRANSFORMATION

ENERGY TRANSITION & DIGITAL TRANSFORMATION

Our journey of energy transition and digital transformation is driven by a clear commitment to cleaner energy, technological advancement, and transparent sustainability practices. As the corporation aligns with national and global climate goals, it continues to diversify its energy portfolio through renewable innovation, strengthen operational resilience through digital integration, and build partnerships that support a low-carbon future for Sharjah and the UAE. This chapter highlights SNOC's progress in energy transition, from pioneering natural hydrogen exploration and commissioning Sharjah's first utility-scale solar plant to deploying advanced SAP cloud and AI solutions that enhance efficiency, environmental oversight, and data driven decision-making across all operations.

Supporting National Vision & Global Commitments

Alignment with Sharjah's Priorities

SNOC's mandate directly supports the Emirate's broader strategic agenda through:

Energy Security:
Reliable, secure, and affordable energy supply enabling sustained economic growth and industrial competitiveness

Sustainability:
Low-carbon transition, renewable energy integration, and environmental stewardship

National Value:
Job creation, Emiratization, local content maximization, and knowledge transfer in the energy sector

Social Impact:
Community engagement, education initiatives, and health, safety, and environmental excellence

Alignment with UAE National Sustainability Priorities

Our alignment with national sustainability visions enables our contribution to the UAE's broader journey towards a cleaner and more resilient future. SNOC remains dedicated to supporting national ambitions, fostering innovation, and strengthening a dependable energy system for generations to come. As we progress along our sustainability pathway, we continue to innovate, create long-term value, and advance actions that support the UAE's aspiration for a Net-Zero future.

Key National Initiatives Supporting a Sustainable Future:

1. UAE Energy Strategy 2050
2. National Water & Energy Demand Management Program
3. National Demand Management Program (DSM)
4. UAE Net Zero 2050
5. UAE Green Agenda 2015–2030
6. UAE Circular Economy Policy
7. UAE Water Security Strategy 2036
8. Integrated Waste Management Strategy 2021–2041

Alignment with UN Sustainable Development Goals

SNOC is dedicated to ensuring that its business operations are in line with the UN Sustainable Development Goals (SDGs) and adhere to the principles set forth by the United Nations Global Compact (UNGC). The corporation is seeking to enhance partnerships with various stakeholders to build unified actions aligned with the SDGs. In addition, SNOC is performing ongoing assessments and delivering transparent reports to keep track of its progress and to refine its sustainability efforts as it moves forward.

SDG 3 – Good Health and Well-Being

SNOC continues to promote employee well-being through health-focused initiatives and regular fitness assessments. In 2025, we provided additional health promotion services through external medical screenings, including vitamin D and B12 testing, blood pressure, blood sugar, and cholesterol checks. By offering these services, SNOC aims to facilitate early identification and management of potential health concerns, thereby fostering a healthier workforce and promoting well-being.

SDG 5 – Gender Equality

SNOC manages diversity, equal opportunity, and non-discrimination through a structured human resources governance framework aligned with UAE legislation and national priorities. Diversity and equal opportunity are embedded in SNOC's people practices, ensuring fair, transparent, and merit-based treatment across the employee lifecycle, including recruitment, development, performance management, and career progression.

SDG 6 – Clean Water and Sanitation

SNOC strengthened its water stewardship by implementing a proactive and continuous water-quality monitoring program across key facilities, including Town Office, Sajaa Plant, LPG Terminal, and condensate areas.

SDG 7 – Affordable and Clean Energy

SNOC's natural hydrogen collaboration and commissioning of the 60 MWp SANA solar plant both advance low-carbon energy innovation by expanding clean, locally generated power solutions that reduce emissions and strengthen energy security. Together, these initiatives directly support SDG 7 by accelerating access to affordable, reliable, and sustainable energy in Sharjah.

SDG 8 – Decent Work and Economic Growth

SNOC is committed to advancing SDG 8 by placing a strong emphasis on job creation and fostering economic growth. The corporation actively invests in the development and enhancement of infrastructure to support business operations and regional development. At the same time, SNOC supports green energy initiatives, further aligning economic progress with environmental sustainability.

SDG 11 – Sustainable Cities and Communities

SNOC supports environmental sustainability at its Sajaa plant by offering a free electric vehicle charging station and maintaining green areas irrigated with recycled water. The corporation also cultivates vegetables on-site, promoting self-sufficiency and environmental stewardship.

SDG 12 – Responsible Consumption and Production

SNOC promotes a culture of sustainability within the corporation through numerous initiatives, such as employee awareness sessions on responsible water use.

SDG 13 – Climate Action

We contribute to SDG 13 by advancing low-carbon operations through continuous ambient air emissions monitoring, enabling timely corrective actions and improved emission control. In addition to that, our efforts in renewable energy initiatives further support SDG 13.

SDG 15 – Life on Land

SNOC collaborates with environmental bodies such as the Environment and Protected Areas Authority (EPAA) to strengthen its sustainability initiatives. This partnership supports environmental protection, regulatory compliance, and the exchange of best practices, helping enhance SNOC's environmental performance and contribute to regional wildlife conservation efforts.

SDG 17 – Partnerships for the Goals

SNOC has enhanced its capabilities through partnerships with Sharjah Electricity, Water and Gas Authority (SEWA), Abu Dhabi National Oil Company (ADNOC), and Emarat for business development and energy distribution. It has also signed MoUs with organizations such as Sumitomo and supports academic research at local universities, promoting knowledge exchange and collaboration.

Commitment to the Oil and Gas Decarbonization Charter

In 2025, SNOC strengthened its global climate leadership by becoming part of the Oil and Gas Decarbonization Charter (OGDC), supporting and contributing to a lower-carbon future for our industry and the world. The OGDC has united 55 companies, representing around 40% of global oil production who are working to advance in industry decarbonization through transparency and collaboration. Our commitment shows we remain dedicated to supporting the Charter's goals and contributing to a lower-carbon future.

Advancing Renewables: Natural Hydrogen & Solar

Natural Hydrogen Collaboration

In 2025, we strengthened our commitment to low-carbon innovation by partnering with Siemens Energy and Decahydron to assess the feasibility of using natural hydrogen for power generation and industrial applications across the Northern Emirates. The collaboration builds on ongoing studies with Decahydron to evaluate natural hydrogen potential at an existing exploration well in Sharjah. Early findings are promising with additional drilling planned for 2026 to gather more detailed resource data.

The project will explore the direct use of natural hydrogen at the production site, reducing the need for storage and transport while supporting the UAE's transition to cleaner energy. Siemens Energy will contribute technical and analytical expertise, while Decahydron continues advancing its natural hydrogen and CO_2 mineralization work in Sharjah. This milestone reflects SNOC's commitment to exploring innovative, low-carbon energy solutions in support of national Net-Zero goals.

SANA Solar Power Plant

SNOC achieved a major clean energy milestone in 2025 by commissioning SANA, the first utility-scale solar PV plant in Sharjah. Located adjacent to the Sajaa Gas Plant, the facility covers 850,000 m^2 and has a generation capacity of 60 MWp, positioning it as the largest solar installation in the Emirate.

The Sajaa plant is among the world's first large-scale oil and gas processing facilities designed to meet its own electrical needs through on-site solar generation, with the ability to export surplus electricity to the SEWA during daytime operations. This integrated energy approach enhances operational efficiency and supports Sharjah's broader clean energy strategy.

The SANA facility features 13,000 solar-tracking poles supporting more than 98,000 PV modules, ensuring optimal solar capture throughout the day. At full operation, SANA is expected to offset approximately 66,000 tons of CO_2 emissions annually, equivalent to the yearly electricity consumption of nearly 14,000 homes. This contributes directly to SNOC's commitment to the UAE Net Zero 2050 objective.

SNOC advanced its renewable energy ambitions with the development of the SANA plant, building on foundations laid by an earlier pilot PV system installed at the Hamriyah LNG Terminal in 2018. That initial project provided valuable experience and insights that directly informed the design and larger-scale implementation of SANA.

SNOC delivered the SANA project through close collaboration with the Sharjah Electricity, Water and Gas Authority (SEWA) and Emerge, a joint venture between Masdar and EDF. Emerge not only played a critical role in the development phase but will also oversee the operation and maintenance of the SANA plant for the next 25 years, ensuring its long-term performance and reliability.

SANA reflects SNOC's continued progress toward diversifying its energy mix, enhancing energy security, and advancing long term sustainability across its operations.

Digitalization for Integrated Reporting: SAP Cloud & AI Platform

In 2025, SNOC advanced its digital transformation by adopting 'RISE with SAP', establishing a unified digital foundation that integrates upstream operations, supply chain, finance, human resources, and environmental management systems. This upgrade enhances operational transparency, data integrity, and decision making across the organization. The deployment includes SAP's comprehensive suite of AI-powered cloud solutions, including SAP Cloud ERP Private Edition and the SAP Business Technology Platform, alongside industry-specific applications for upstream contracts management, hydrocarbon accounting, and asset optimization. The modernization will also integrate workforce and environmental solutions through SAP SuccessFactors and SAP S/4HANA Cloud for environment management, complemented by advanced analytics via SAP Analytics Cloud.

Together, these technologies will strengthen efficiency, transparency, and data-driven decision-making across SNOC's upstream operations. Through this initiative, we aim to strengthen operational resilience, increase efficiency, and support long term sustainability objectives in alignment with the UAE's national vision for an innovation-driven and low-carbon economy. The modernized digital landscape enables better tracking of environmental performance, more accurate reporting, and deeper insights that contribute to continuous improvement across SNOC's sustainability programs.

04

GOVERNANCE & ETHICAL LEADERSHIP

GOVERNANCE & ETHICAL LEADERSHIP

Our governance framework reflects a culture of accountability, transparency, and ethical leadership that guides the organization in its operations, decisions, and towards its responsibilities. Our governance practices are strengthened through a clear organizational structure, robust policies, and a value-driven culture that emphasizes integrity, responsible conduct, and inclusive engagement with stakeholders. Through leadership oversight, well-defined processes, and continuous review of systems and performance, SNOC ensures that governance remains responsive, effective, and aligned with our long term strategic goals and sustainability commitments.

Leading with Accountability: SNOC's Governance Approach

Annual Review of Organizational Structure

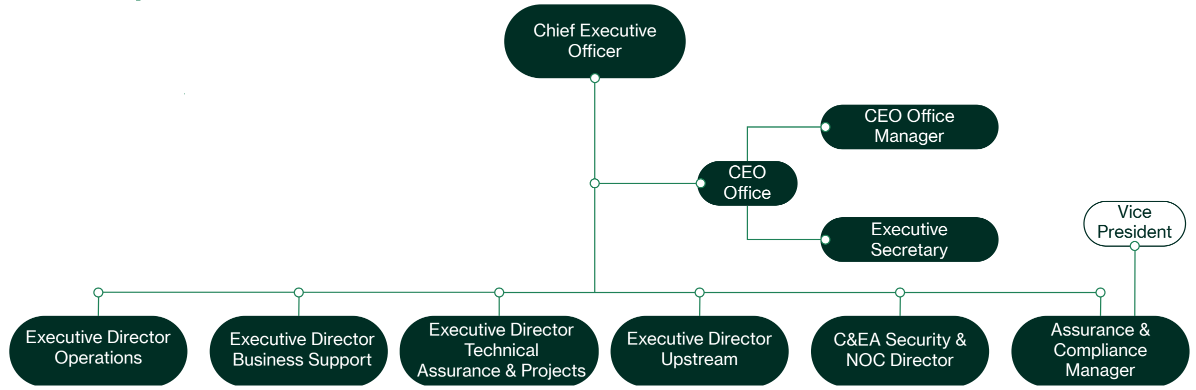
Each year, we carry out a detailed review of our workforce needs, business functions, workflows, and organizational structure to ensure the corporation remains well-positioned for continuous operational growth. We incorporate contributions from a diverse group of internal stakeholders, such as departmental teams, managers, and senior leadership. During the process, managers provide input and justification for any required changes through regular meetings and written communication.

After the proposed updates are endorsed by top management, the revised organizational chart is shared with all employees. The chart clearly outlines the corporation's hierarchy, including the leadership team, the extended leadership team, and the various departments, each aligned with their respective roles and span of control. In 2025, the combined stakeholder insights informed the development of an updated organizational chart that clearly outlines reporting structures and promotes improved coordination throughout the organization.

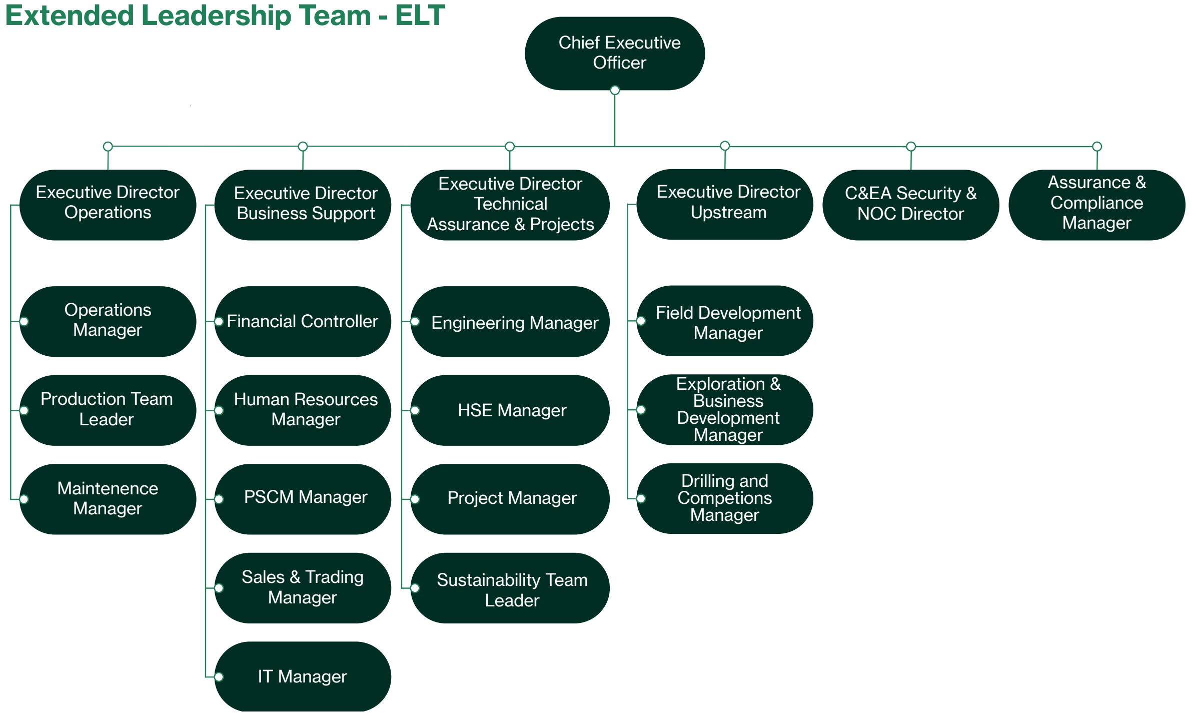
The leadership team, chaired by the CEO, includes senior stakeholders and meets weekly to discuss strategic priorities, business updates, ongoing projects, and compliance matters. The extended leadership team, comprises of department heads and meets monthly to review operational progress and business developments, supported by structured departmental reports.

SNOC's updated structure highlights our transparent and responsive governance, detailing the main processes that help SNOC adapt and strengthen its organizational framework.

Leadership Team - LT



Extended Leadership Team - ELT



Governance & Leadership Structure

SNOC operates within an approved governance framework that defines decision rights, accountability layers and execution authority across leadership levels.

Level	Core Role
President & Vice President	Strategic direction, regulatory authority, high-level governance oversight
CEO	Corporate execution leadership, operational governance, financial accountability
Leadership Team (LT)	Policy approval, investment decisions, budget/ resource allocation
Extended Leadership Team (ELT)	Departmental management, operational delivery, risk control

Our Ethics Framework: Standards, Commitments & Culture

SNOC's core values form the foundation of how we operate and make decisions across the organization. These values guide our actions, reinforce our ethical commitments, and shape our culture. They emphasize responsible conduct, talent development, innovation, and environmental stewardship. These principles support our long-term growth and role in the community.

Our commitment to health and safety, trust, integrity, transparency, and accountability is reflected in the way we nurture our people and empower them to succeed. We encourage creativity, responsibility, and efficiency across all functions, fostering a collaborative and teamwork-oriented working culture. At the same time, we remain focused on minimizing our environmental footprint. Our efforts are designed to support the needs of our workforce and the wider community while also safeguarding the sustainability of our natural surroundings for future generations.

Our Code of Ethics

We are firmly committed to not only following, but promoting fair, ethical, and socially responsible business practices in our offices, sites, and partner facilities. We accept no less than industry standards and best practices in all of our operations and services, and we will continue to maintain the highest level of performance output across the full spectrum of our activities.

Our Values

Our people are our greatest asset. SNOC's employees contribute to our success, guided by values that shape our strategy. We foster a culture of integrity, trust, and inclusion, prioritizing well-being and innovation with actions that reflect our commitment to sustainability, social responsibility, and long-term community impact.

Policies

SNOC's commitment to building strong stakeholder relationships is reflected in the wide range of policies and procedures that ensure effective collaboration, transparent communication, and consistent interactions across all stakeholder groups.

We have established a comprehensive set of policies and procedures that guide us to how we interact with our stakeholders.

Communications Policy	Strengthens two-way communication and provides structured crisis management measures to ensure preparedness and timely response.
Stakeholder involvement Policy	Reflects our core values by involving stakeholders in assessments, ensuring their insights meaningfully inform decision-making.
Grievance Mechanism Policy	Promotes accountability through confidential channels that allow stakeholders to raise concerns without any risk of retaliation.
Community Engagement Policy	Supports active participation from local communities and enables collaborative decision-making alongside NGOs (non-governmental organizations) and government partners.
Diversity and Inclusion Policy	Fosters a diverse and respectful environment, encourages cultural awareness, and upholds a zero-tolerance stance on discrimination.
Data Privacy and Confidentiality Policy	Safeguards stakeholder information through strict standards on data integrity, security, and responsible handling.
Monitoring and Evaluation Policy	Uses key performance indicators (KPIs) and feedback to improve the effectiveness of stakeholder engagement.
Code of Conduct Policy	Defines expectations for ethical interactions and is supported by internal policies governing finance, procurement, and overall conduct.

Through these comprehensive initiatives, SNOC guarantees that the voices of our stakeholders resonate throughout our journey towards sustainable development.

Commitments, Goals, and Targets

At SNOC, our CEO oversees integrity management and assurance. Our commitments are the foundation of our reputation for reliability and safety. They guide our efforts to uphold and continuously improve our asset integrity management.

SNOC is dedicated to:

01

Minimize Asset Integrity Risk:
Our target of zero incidents is supported by SNOC's strong systems and integrity-related risk-reducing practices

02

Promoting a Strong Leadership Culture: Leadership plays a key role in embedding asset integrity across the organization, ensuring it remains a shared priority.

03

Empowering Employees:
We encourage team members to internalize our asset integrity commitments and take responsibility for asset protection.

04

Understanding and Managing Risks: SNOC identifies integrity risks sources and manages them effectively through informed decision-making and proactive risk management.

05

Applying Standards and Mitigating Risks:
To mitigate risks to our assets we maintain and apply appropriate standards to our operations.

06

Transparent Reporting:
We are committed to transparent reporting on SNOC's integrity assurance performance for all stakeholders.

Supporting Programs and Systems

To strengthen our approach, SNOC utilizes an Enterprise Asset Risk Management System, which integrates integrity-related risks into a comprehensive corporate risk profile. This system enables structured evaluation, enhances visibility of key risks, and supports more informed decision-making across the organization.

Building on this foundation, SNOC continues to:

- Implement a systematic approach
- Measure and report performance
- Review systems and objectives
- Provide competent resources
- Manage critical systems
- Maintain safe work systems
- Control change management
- Engage stakeholders

Business Continuity and Compliance

SNOC has also formed a multidisciplinary team tasked with developing compliance actions that align with the National Standard for Business Continuity Management System (NCEMA 7000:2021). The central aim of Business Continuity Committee is tasked with developing a continuous management framework that includes evaluations of business risks related to potential disruptions, execution of contingency plans and strategies to maintain business continuity. These actions will strengthen SNOC's ability to withstand and adapt to potential adversities.

Navigating Business Ethics & Competition

SNOC maintains a robust Market Conduct Policy that reinforces our commitment to fair competition, ethical behavior, and responsible business practices. Although exempt from certain provisions of Federal Decree-law No. (36) of 2023 under Article 4.3 due to our status as a government entity within Sharjah, SNOC continues to uphold the intent and principles of competition law across all operations.

Our business approach is centered on fostering and maintaining a fair and competitive marketplace. We refrain from any practices that may impede, restrict, or distort competition. SNOC carries out its procurement activities through a competitive bidding process, ensuring that all transactions remain transparent and equitable. Any exceptions to this process are carefully reviewed and fully justified.

We believe that robust competition is crucial for promoting innovation and growth in industry. Therefore, we strive to both contribute to and benefit from a healthy competitive landscape.

Upholding Integrity: Zero-Tolerance in Practice

We integrate anti-corruption measures throughout our governance framework, drawing on more than four decades of corporate governance experience inherited from its former concession holders, American Oil Company (AMOCO) and British Petroleum (BP). This foundation was strengthened further when SNOC became a wholly owned corporation of the Government of Sharjah in 2010, serving as the Emirate's primary oil and gas entity.

To support strong governance, transparency and accountability, we established the Assurance and Compliance (A&C) Department as an independent function. The department is responsible for evaluating the effectiveness of governance, risk management and internal controls across the corporation. It has full access to records, personnel, and systems, enabling it to carry out audits, conduct investigations and recommend improvements. The Internal Audit function operates under the SNOC Internal Audit Charter issued in 2020 and provides independent assurance and advisory support to enhance governance and operational performance. Internal audits follow an annual plan, with the 2026 audit universe already finalized and awaiting approval. This process ensures audits align with SNOC's governance and compliance objectives, reinforcing internal controls and transparency.

We continue to uphold the principles of the United Nations Convention Against Corruption, reflecting the UAE's commitment as a signatory. The official SNOC Code of Conduct sets clear expectations for all employees and representatives, regardless of seniority. It covers anti corruption, anti-money laundering, conflict of interest and anti-bribery requirements. SNOC applies a zero-tolerance approach to misconduct and maintains systems for incident tracking and accountability, with the goal of retaining a record free of violations and fraud.

Throughout 2025, the A&C department continued to play an active role in oversight activities. The department participated as observers in tender committee meetings, contributed to leadership team discussions, and managed a range of cases involving employee and contractor conduct. Three investigations were completed during the year, none involving fraudulent activity. The department also supported the corporation's digitalization and ERP implementation program by joining relevant meetings and ensuring that governance considerations were incorporated. Furthermore, a detailed governance review of ERP progress is planned for 2026.

During the year, two internal audits were initiated in HR and Finance. The HR audit was completed, while the Finance audit is still in progress. The completed audit identified the need to update the Code of Conduct and to strengthen training and awareness across the organization. The A&C department also highlighted the importance of having formal, approved policies that accurately reflect all aspects of SNOC's operations. For 2026, a full revamp of HR policies, procedures and systems has been recommended. The department will support the HR revamp and the broader policies and procedures update planned for 2026.

SNOC revised its annual Business Plan model in 2025 to ensure stronger alignment between budgets and corporate strategy. While the corporation has well-established governance and oversight processes, it recognizes the need to introduce a formal whistleblower mechanism. This initiative will be developed with senior management to ensure that employees feel comfortable and confident in raising concerns.

Procurement activities follow established commercial procedures to ensure transparency and fairness. Tender committees oversee these processes, and the Assurance and Compliance department participates in meetings to reinforce oversight. In addition, SNOC's contract templates contain clear anti-corruption conditions that require suppliers, contractors and service providers to comply with relevant laws and adhere to expected standards of ethical behavior.

Creating Value for Sharjah & Beyond

SNOC has long contributed to the economic development of Sharjah and the wider UAE. Since our inception, we have continued to serve as a dependable energy supplier for customers. Within the Emirate, we play an essential role in supporting economic growth by providing gas, LPG and condensate to expanding industrial areas, while also investing in initiatives that benefit the local community. Our goal is to build a diverse and competitive portfolio of business activities, all while meeting Sharjah's ongoing energy needs.

Our economic impact is driven by our commitment to ensuring a reliable supply of natural gas to support Sharjah's energy demand. A strong financial performance, responsible cost management, and targeted investments in infrastructure have collectively strengthened our contribution to the Emirate's economy. Furthermore, we help boost the local economy through employment opportunities, environmental initiatives, and meaningful community engagement.

We have also contributed indirectly to economic stability through partnerships with customers and suppliers, particularly SEWA and various local businesses, supporting the national goal of enhancing domestic value. As we expand into exploration activities and new ventures, we remain firmly committed to tax compliance and transparency. We continue to align with evolving tax regulations and maintain the trust placed in us by government stakeholders.

The economic performance of SNOC is managed and measured in a number of ways. The internal performance drivers are:

- Revenue Generation
- Taxes & Royalties to the Government of Sharjah
- Dividend Payment to the Government of Sharjah
- Capital Expenditure in Creating and Maintaining Fields & Infrastructures
- Job Creation & Emirati Development
- Cash Management & Profitability
- Community Contributions & Sponsorships
- Green Energy & Net-Zero Initiatives
- Taxes Paid to the Federal Government

The indirect economic impact is managed and measured in the following ways:

- Customer partnerships strengthened, with SEWA depending on SNOC's natural gas supply to power electricity generation across Sharjah.
- Supply chain relationships ranging from major Engineering, Procurement, and Construction (EPC) contracts to small and medium businesses.
- The majority of the procurement within UAE further contributes to the UAE's in-country value (ICV).

Market Presence

SNOC continued to strengthen its market presence in 2025 through a diversified and strategic growth approach. The corporation is actively exploring hydrocarbons across Sharjah both onshore and offshore, while also exploring opportunities in the Northern Emirates and international markets. To expand its operational capabilities and reach, SNOC is also pursuing joint venture partnerships that support future growth. In addition, the corporation is evaluating new ideas and product lines, including potential import and export activities, to broaden its market penetration.

Collaborations with key stakeholders, such as customer partnerships with the SEWA and supplier partnerships with Abu Dhabi National Oil Company (ADNOC) as well as joint venture initiatives, further strengthen SNOC's market position. To enhance operational flexibility and attract new customers, we have also established gas storage facilities, demonstrating our commitment to meeting diverse market demands.

Tax

Our tax approach is developed in full compliance with all applicable federal and local regulations, supported by a commitment to transparency, which upholds trust and reinforces its long-standing partnership with government entities. The corporation manages value added tax in line with federal requirements and has assessed the implications of the newly introduced corporate tax law to ensure ongoing alignment with evolving regulatory expectations. We work closely with tax authorities to ensure accurate reporting, ethical tax practices, and adherence to all obligations, reflecting its broader commitment to responsible governance and sustainable economic contribution.

Advancing Sustainable Economic Development and Environmental Stewardship

Our commitment to sustainable economic development and environmental stewardship is rooted in strong governance, transparent financial management and responsible resource development. We adhere to International Financial Reporting Standards (IFRS) ensuring financial transparency and accountability. Our procurement and supply chain policies, alongside a Leadership Team approved Code of Conduct, lay the groundwork for ethical operations and responsible sourcing.

At SNOC, we remain dedicated to the responsible exploration and production of Sharjah's hydrocarbon resources fulfilling the state mandate while adhering to internationally accepted petroleum standards. This commitment includes meeting Sharjah's energy demand, restoring operational sites and wells at end-of-life, and achieving Net-Zero emissions for Scopes 1 & 2 emphasizing our long-term environmental responsibility.

Under the state mandate, SNOC's strategic goals focus on maximizing the value of Sharjah's hydrocarbon resources, building a diversified and balanced portfolio, and ensuring a reliable energy supply for the Emirate. Our primary objective is to supply sufficient natural gas to meet Sharjah's growing energy needs - supporting economic growth, quality of life, and future generations.

SNOC's contribution to sustainable economic development is also demonstrated through revenue generation, dividend contributions to the Government of Sharjah, job creation, local supply chain partnerships, and extensive in-country value generation. SNOC's operations further create positive indirect economic impacts, including long-term partnerships with SEWA, strong relationships with UAE-based suppliers, and broad support to local businesses across our procurement activities.

Several transformative projects have reinforced SNOC's operational resilience and sustainability performance. Examples include the successful completion of the Moveyeid Gas Storage initiative, the LPG Backflow project, and the deployment of a solar power project supporting clean energy integration. These efforts strengthen system reliability, support energy security for Sharjah, and demonstrate SNOC's shift toward integrated low-carbon solutions.

SNOC also continues to advance future-focused programs and initiatives, including the development of Emirati talent under the National Development Plan, and a suite of technical and innovation-driven initiatives such as carbon capture and storage, geothermal feasibility studies, market intelligence, hydrogen research, and digital transformation. Together, these initiatives position SNOC as a forward-looking energy leader committed to sustainable growth, operational excellence, and environmental stewardship.

Product Development & Life Cycle Management

In our commitment to environmental excellence within the oil and gas sector, we emphasize responsible product procurement and comprehensive lifecycle management. We recognize decisions made in the early stages of product selection have a lasting impact on the overall environmental footprint of our supply chain. Our approach integrates sustainability directly into product development, applying innovative design strategies that prioritize environmental stewardship and conducting detailed lifecycle assessments to identify and reduce potential impacts from the outset. We actively collaborate with stakeholders such as industry partners, regulatory bodies, and local communities to pursue our shared responsibility to advance sustainable product development and life-cycle management.

This strategy involves adopting energy-efficient technologies, choosing materials that minimize ecological harm, and promoting resource conserving practices. By evaluating environmental impacts at every stage, from production through end-of-life, we are better equipped to introduce recycling initiatives, advocate for responsible waste management, and strengthen overall sustainability performance.

Planning

The life-cycle management process starts with meticulous planning. We begin by conducting a thorough needs assessment, engaging stakeholders to define the requirements for each product, project, or asset. This collaborative process ensures that all expectations are considered. Once requirements are established, we prepare a detailed budget covering every stage of the life-cycle, allowing for efficient allocation of resources. To further safeguard against disruptions, we also develop risk mitigation plans to address potential challenges and uncertainties throughout the life-cycle.

Acquisition

Following the planning phase, we proceed to acquisition. This includes shortlisting and evaluating suitable vendors to ensure alignment with our quality, sustainability, and operational needs. We negotiate contracts to secure favorable terms and obtain all required approvals before finalizing the purchase. This careful and structured approach strengthens vendor relationships and ensures the procurement of high-quality goods and services.

Operation

During the operation stage, we prioritize efficient and reliable performance of the product, asset, or project. Monitoring systems are implemented to track performance and identify emerging issues. We train personnel to ensure they are equipped to operate and maintain assets safely and effectively. Additionally, we continuously verify compliance with relevant regulations and standards, ensuring all operational activities meet legal and industry requirements.

Maintenance

Routine maintenance plays a key role in extending the life of our assets and ensuring optimal performance. We conduct scheduled inspections to detect issues early and follow a preventive maintenance plan to address them quickly. By proactively managing maintenance needs, we reduce the risk of costly repairs and operational disruptions while preserving asset value.

Disposal or Renewal

As a product or asset approaches the end of its lifecycle, we carry out a comprehensive evaluation to determine whether retirement or renewal is the best course of action. When retirement is appropriate, we ensure responsible disposal in compliance with environmental regulations and industry's best practices. If renewal is feasible, we strategically plan upgrades or replacements to extend the assets' lifecycle and continue delivering value to stakeholders.

05

PRESERVING OUR ENVIRONMENT

PRESERVING OUR ENVIRONMENT

This chapter details our comprehensive approach to climate resilience, energy and emissions management, responsible water stewardship, waste reduction, and biodiversity protection. As climate challenges intensify and expectations for environmental responsibility rise, our strategies reflect a steadfast commitment to sustainable operations, regulatory compliance, and long-term stewardship of natural resources. Through targeted initiatives, data-driven monitoring, and alignment with national and international objectives, SNOC demonstrates leadership in advancing environmental performance and fostering a more resilient, sustainable future for Sharjah and the UAE. Importantly, we have also highlighted instances where environmental considerations have influenced operational controls, project decision-making, and investment planning.

Governance and Assurance Framework

SNOC's environmental stewardship is underpinned by clear governance ownership, structured oversight, and robust assurance mechanisms across all environmental themes including climate, emissions, water, waste, and biodiversity. Accountability is embedded through the EMS aligned with ISO 14001, supported by defined roles, monthly EPI reviews, and management oversight to ensure consistent implementation and compliance. Performance data is subject to internal verification controls, standardized methodologies, and centralized management through digital ESG platforms, strengthening data integrity and traceability. Identified gaps, exceedances, or emerging risks are tracked through formal corrective action processes with defined responsibilities and timelines, ensuring systematic closure. This governance and assurance pathway reinforces transparency, supports regulatory confidence, and enables continuous improvement while ensuring environmental risks and opportunities are effectively managed across operations.

Climate Adaptation, Resilience & Transition

Climate Adaptation Actions

Climate adaptation actions are essential to ensuring the long term sustainability and resilience of SNOC's operations in the face of evolving climate conditions. Our approach to climate adaptation is structured around three key enablers: water management, climate risk management, and supply chain resilience.

Water management is a core focus at the Sajaa Gas Plant, where SNOC has adopted a proactive and systematic approach to enhancing water efficiency and reliability. By utilizing sweetened underground water sources and deploying state-of-the-art reverse osmosis units, the plant has achieved improved water treatment efficiency while reducing overall underground water consumption. These efforts are supported by a robust monthly monitoring program, conducted in collaboration with SEWA, which enables the continuous identification of conservation opportunities and timely corrective actions. This monitoring process is used to trigger operational interventions when performance deviates, helping reduce water-supply disruption risk in a water-stressed context.

A second critical pillar of SNOC's climate adaptation program is the comprehensive assessment of climate-related risks. Climate risks are routinely evaluated as part of corporate decision-making processes for both existing operations and new projects. These assessments are embedded within engineering reviews, operational upset evaluations, and project approval frameworks, allowing SNOC to systematically identify and address potential impacts such as high temperature stress on equipment, flash flooding, and storm-related disruptions. Where risks are identified as material, mitigation measures are embedded within the project scope, control frameworks, or operating parameters. This early and structured approach supports both near- and long-term vulnerability mapping, informing investment decisions and operational planning to strengthen resilience across the asset portfolio. In parallel, supply chain resilience has become an increasingly important focus, given the growing unpredictability of climate-related disruptions. SNOC strengthens continuity by diversifying suppliers for critical materials and equipment and by enhancing inventory planning and management practices. These measures reduce exposure to single source dependencies, improve responsiveness during disruption events, and help maintain uninterrupted operations.

Energy Transition Actions

The global energy landscape is undergoing a profound change as stakeholders take decisive steps toward a more sustainable future. Our energy transition program focuses on renewable energy investments, carbon capture and storage (CC&S) and electrification of operations.

a Renewable Energy Investments

As part of its commitment to diversifying its energy portfolio and reducing reliance on fossil fuels, SNOC brought the 60MW SANA solar project online in Q3 2025. The plant has enabled a meaningful shift in SNOC's own energy consumption toward solar power, supporting a cleaner operational energy mix while optimizing fuel gas usage. This investment also strengthens the corporation's long-term resilience against cost and emissions risks as the broader energy landscape continues to evolve.

b Carbon Capture & Storage

By funding studies and development in CC&S, SNOC seeks to minimize CO_2 emissions and contribute to national decarbonization targets. To that end, in 2025, CC&S technical assessments and feasibility work advanced to evaluate capture potential, storage pathways, and integration opportunities within SNOC's asset portfolio.

c Electrification of Operations

The transition toward electrification of operations represents a transformative shift in SNOC's energy strategy. Ongoing studies focused on operational electrification are enabling significant changes, including the replacement of gas turbines with electrically driven motors across applications such as compressors. This transition reduces direct emissions from fossil fuel combustion while enabling greater integration of renewable electricity into SNOC's operational framework.

Resilience Actions

Resilience initiatives are being implemented to strengthen the workforce and enhance collaboration across sectors. A key focus is the upskilling and reskilling of employees, enabling them to effectively use digital tools, understand clean energy technologies, and build strong environmental expertise. This forward-looking approach equips the workforce with the capabilities needed to succeed in a green economy. These capability programs translate into operational readiness by improving adoption of monitoring tools, data discipline, and corrective-action execution.

In parallel, there is an increased emphasis on stakeholder collaboration, bringing together governments, non-governmental organizations, and industry partners to advance climate adaptation initiatives. Such collaboration is critical to developing integrated strategies that address the complex challenges of climate change and support a resilient and sustainable future.

Our Progress

Policy

Energy Management is embedded within SNOC's Environmental Policy, with a strong focus on the efficient use of environmental resources and continuous improvement aligned with the UAE's Net Zero 2050 strategy. In 2025, enhanced alignment with ISO 14001 further strengthened the integration of energy efficiency and climate resilience considerations into environmental planning and operational decision-making.

Energy

Our long-term energy pathway supports the UAE's decarbonization objectives through the deployment of renewable energy, the electrification of key systems, and ongoing carbon capture and storage studies. Monthly monitoring of energy consumption and annual greenhouse gas and performance reporting, aligned with ISO 14001, continued in 2025 to improve visibility on energy trends and enable timely interventions.

Initiatives and Programs

In 2025, SNOC continued to strengthen its commitment to environmental stewardship, energy efficiency, and innovation through a comprehensive set of initiatives and programs that support the corporation's long-term transition toward a resilient, low-carbon energy system. Building on the structured monitoring and reporting framework established in previous years, SNOC enhanced its monthly energy-consumption tracking and annual performance reporting in alignment with ISO 14001 requirements, reinforcing data-driven management and continual improvement across operations. These improvements were adopted as formal controls to support consistent decision-making and performance governance across sites.

A key area of focus in 2025 was the expansion of SNOC's research and innovation partnerships. Through renewed and newly signed MoUs with leading academic institutions, including the AUS and the University of Sharjah (UoS), SNOC provided funding and technical support to advance research in clean-energy technologies, energy storage, climate adaptation, and sustainable production systems. These collaborations serve as catalysts for building local scientific capability while supporting SNOC's strategic ambition to deploy next generation decarbonization solutions.

Several notable research programs continued or advanced during 2025:

- SNOC signed MoUs and is supporting the research providing funds to the academic institutes such as AUS and UoS in energy production and storage researches contributing valuable insights into regional hydrogen production pathways.
- A UoS-led project on compressed air energy storage progressed further, supporting SNOC's interest in scalable and efficient storage options to complement future renewable-energy systems.

In parallel, SNOC continued advancing its collaboration with Sumitomo on CC&S studies. This joint initiative plays an important role in evaluating the potential for CO_2 and methane emission reduction technologies within SNOC's operational environment. Through shared expertise and coordinated research, the partnership strengthens technical readiness while contributing to the diversification of Sharjah's clean energy solutions. The collaboration's primary objective is to establish viable CC&S pathways that reinforce SNOC's broader decarbonization goals.

A major strategic milestone in 2025 was SNOC's ongoing joint venture with Masdar to develop a 60 MW solar plant, reflecting the corporation's strong commitment to renewable-energy integration and reduced dependency on natural gas. Critical agreements with SEWA and Masdar provide the governance foundation for the project, enabling transparent coordination, effective planning, and streamlined execution. The plant is expected to deliver quantifiable green house gas (GHG)-emission reductions and fuel-gas savings. These benefits will support both SNOC and SEWA facilities, marking a significant step forward in Sharjah's shift toward cleaner energy sources.

Taken together, these initiatives and programs underscore SNOC's expanding role in driving technological advancement, fostering academic collaboration, and implementing practical decarbonization measures. The 2025 initiatives demonstrate the company's continued dedication to building a resilient, knowledge-driven, and low-carbon operational future, where one that integrates innovation, responsible resource management, and strong partnerships as essential enablers of sustainable progress.

Strengthening Emissions Management & Clean Energy

The global urgency to address climate change and reduce GHG emissions continues to intensify, placing greater responsibility on energy producers to respond. In 2025, SNOC remained steadfast in its commitment to understanding, managing, and mitigating its GHG emissions footprint as part of our broader contribution to international climate objectives. Our ambition to achieve Net-Zero GHG emissions aligns with the UAE's national vision of Net Zero by 2050 and reinforces SNOC's role as a forward-looking and environmentally conscious energy producer. This alignment highlights not only our dedication to responsible resource development but also our support for the UAE's wider environmental agenda, strengthening SNOC's position as a leader in climate stewardship and sustainable energy transition within the region.

GHG Emissions

SNOC oversees the operations of five gas fields: Sajaa, Kahaif, Moveyeid, Mahani, and Hedebah. The Hedebah field includes two wells, Hedebah 01 and the newly tested Hedebah 02, which was successfully confirmed in 2025 and is now formally included among SNOC's producing assets. Gas and condensate from these fields are processed at the Sajaa Gas Processing Plant, located within the Sajaa Industrial Zone in Sharjah. In addition, SNOC owns and operates an LPG export and import terminal, along with a condensate export terminal, both situated in the Hamriyah Free Zone.

The drive to reduce GHG emissions across SNOC's operating facilities has been ongoing since the early 1990s. Over the years, several impactful initiatives were implemented particularly between the 1990s and 2000s. This resulted in significant reductions in both GHG and methane emissions.

Key achievements from this period include:

- Establishing a structured framework for GHG reporting and introducing dedicated reduction targets for both GHG and methane emissions.
- In previous years, we converted all field instrument gas systems to instrument air, effectively eliminating most methane emissions, reducing nearly 80% or approximately 2.5 MMscfd of methane.
- Redirecting compressor seal gas vents to the flare system, transforming methane venting into controlled flaring. This not only minimized methane's global warming impact but also lowered the flare's purge gas requirements.
- Enhancing maintenance shutdown procedures to ensure maximum depressurization to the flare, with only minimal low-pressure gas vented as a final step.
- Reinjection of surplus natural gas that is produced alongside condensate but exceeding market demand – back into the reservoir, thereby preventing unnecessary flaring of gas that was not required.
- Reducing environmental impact by phasing out high emission fuels, such as diesel, across routine operations and transitioning to cleaner burning sales gas. Diesel continues to be reserved strictly for critical functions including firewater systems, emergency generators, and essential drilling operations. To ensure operational readiness while maintaining SNOC's commitment to emissions reduction and environmental stewardship.

These actions reflect a sustained decision pathway toward prevention and control, reducing emissions risk while strengthening operational integrity.

GHG Emissions Assessment Boundary and Approach

For the assessment of our current GHG emissions, we continue to apply the operational control approach, in line with the protocols outlined in the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report and other relevant standards and benchmarks. The corporation has maintained 2021 as the base year for its emissions reporting activities.

The organizational boundary includes emissions from:

- Field facilities, including drilling operations
- Sajaa gas processing facilities
- LPG terminal
- Condensate terminal
- Offices, including electricity consumption and vehicle use

SNOC currently focuses on reporting Scope 1 and Scope 2 emissions associated with its operations. Scope 3 emissions encompass the indirect emissions that occur along the product and service value chain, outside of SNOC's direct control and ownership. Additionally, due to the challenges in reporting Scope 3 emissions in terms of data collection, and the risk of double counting with other parties, SNOC decided to exclude Scope 3 from the reporting for the time being, however, is planning to include it in future reporting.

GHG emissions arise from combustion activities or the venting of process gases. Emissions from combustion sources at SNOC-owned assets are classified into two categories: stationary and mobile combustion. Stationary combustion sources include fired heaters, gas engines (reciprocating compressors), gas turbines (centrifugal compressors), flares, and diesel engines used for firewater pumps. Mobile combustion sources include gasoline and diesel-powered vehicles. In addition, GHG emissions from non combustion sources, such as vents and leaks, are also accounted for.

SNOC's systematic tracking of GHG emissions began in 2021, recording gross direct (Scope 1) emissions of 288,670 tCO_2e. Emissions increased in 2022 due to higher operational activity and remained broadly stable in 2023, supported by reductions in methane emissions following targeted management measures. In 2024, Scope 1 emissions rose to their highest level during the reporting period, driven primarily by increased methane emissions and sustained combustion-related activities, while indirect (Scope 2) emissions also increased, reflecting higher electricity consumption. In 2025 however, Scope 1 emissions declined to 309,626 tCO_2e, indicating a year-on-year improvement resulting from operational optimization and strengthened emissions control practices while Scope 2 emissions remained broadly stable compared to 2024 at 1741 metric tons of CO_2 equivalent.

	Unit	2021	2022	2023	2024	2025
Gross Direct GHG Emissions (Scope 1)	tCO_2e	288,670	313,070	311,900	318,800	309,626
Gross Indirect GHG Emissions (Scope 2)	tCO_2e	957	900	1,280	1,730	1,741

Note: GHG emissions data is subject to ongoing verification. Final verified figures, including any updates, will be published in SNOC's Greenhouse Gas (GHG) Performance Report 2025.

In 2025, electricity exported from the solar power project resulted in avoided emissions of 26,133.50 tCO_2e, reflecting the displacement of grid-based electricity and supporting national decarbonization objectives.

In the years ahead, we remain firmly committed to advancing our efforts to reduce GHG emissions across all categories. Our journey continues to be defined by a strong dedication to environmental stewardship, as we evolve, innovate, and respond to the challenges of a rapidly changing world. The trends observed in our data highlight the importance of sustained, focused action and strengthen our determination to contribute to a more sustainable and responsible future.

A Deep Dive into Air Emissions

We manage our air emissions with a focus on NOx and SOx, because both result from fuel combustion and can affect air quality and public health. NOx typically forms when combustion temperatures are high, while SOx is directly related to the amount of sulfur in the fuel. By monitoring these pollutants and working to reduce them, we support cleaner air for the communities around our operations.

At SNOC, we primarily use sales quality clean fuel gas. This gas meets the specifications for sales gas and contains very low sulfur, with hydrogen sulfide (H_2S) levels typically ranging from about 0.0 to 16.0 parts per million. Since the sulfur content is so low, SOx emissions from our core processes are minimal. We also use small quantities of liquid fuels, mainly for transportation and running emergency equipment when needed. Given their limited use, these fuels contribute far less to our overall emissions profile than fuel gas.

By prioritizing clean, low sulfur gas for daily operations and limiting our reliance on liquid fuels, we keep our NOx and SOx emissions under control. This approach supports regional air quality goals, reduces potential health risks, and reflects our broader commitment to environmental stewardship.

	Unit	2023	2024	2025
Nitrogen Oxide (NOx)	MT	2,660	2,318	2,171
Sulfur Oxide (SOx)	MT	206	211	210
Volatile organic compounds (VOC)	MT	162	189	178
Particulate Matter (PM)	MT	36	35	31

Between 2024 and 2025, NOx emissions fell from 2,318.00 to 2,170.95 metric tons, a reduction of 147.1 metric tons or about 6.3%, reflecting operational optimization and more precise combustion control across gas-fired equipment. Over the same period, SOx declined slightly from 210.5 to 209.75 metric tons, a decrease of 0.75 metric tons or roughly 0.36%, consistent with our continued use of sales quality clean gas with very low sulfur and the limited role of liquid fuels in our operations. Between 2024 and 2025, particulate matter (PM) emissions declined from 34.9 to 30.8 metric tons, a reduction of 4.1 metric tons or approximately 11.8%. This decrease builds on the downward trend observed since 2023 and reflects ongoing improvements in operational controls, equipment maintenance, and dust management practices across our operations.

Clean Energy Commitment

We recognize the global shift toward a low-carbon future, and we are committed to contributing meaningfully to that transition. As a national energy provider, our responsibility extends beyond reliable supply to advancing cleaner, more sustainable energy solutions in line with the UAE's Net Zero by 2050 strategic initiative and the United Nations Sustainable Development Goals. Our Clean Energy Commitment sets out a clear, actionable framework to achieve Net-Zero emissions with integrity, transparency, and ambition. We align with UAE climate policies, international sustainability standards, and industry best practices, maintain conformance with ISO 14001, and ensure transparent public reporting of our emissions.

In addition, SNOC is strengthening its resilience by investing in organizational capabilities and collaborative approaches that support long-term climate readiness. A growing emphasis is placed on workforce awareness, skills development, and cross-functional coordination to ensure that climate related risks are understood and effectively managed across operations. At the same time, SNOC engages with regulators, industry peers, and academic institutions to exchange knowledge and align practices with evolving environmental expectations. These efforts help embed climate adaptation into planning and decision-making processes, reinforcing a culture of preparedness and continuous improvement across the organization.

1. Scope of Commitment

Our clean energy scope covers all core operational facilities including exploration and production sites, the Sajaa gas processing complex, storage and terminal operations, and any new infrastructure under SNOC oversight. The priority solutions include solar power for facility electrification, the continued use of sales quality natural gas as a lower-carbon bridge, and emerging decarbonization options such as carbon CC&S and natural hydrogen projects. This scope ensures clear operational and geographic boundaries for measuring progress across the portfolio and for integrating future assets as they become operational.

2. Roadmap and Implementation Plan

We follow a phased roadmap that translates ambition into delivery:

Phase 1: Assess and pilot

Baseline assessments, technology reviews, feasibility work, and initial solar deployment; these actions establish the data, design envelopes, and governance needed for scale-up.

Phase 2: Scale renewables and electrify

Expand onsite solar to displace fuel gas consumption and electrify high gas consuming equipment where feasible (e.g., compressor duty), preparing systems for reliable grid/solar integration.

Phase 3: Integrate advanced systems

Progress CC&S options, continue electrification, and evaluate hydrogen-ready pathways as markets and regulations mature.

2025 Execution Updates

In 2025, SNOC initiated a structured outreach to technology providers to move from periodic checks to continuous and predictive emissions monitoring. We engaged with vendor to review Predictive Emission Monitoring System (PEMS) designs, plan Relative Accuracy Test Audits (RATA), and map the configuration of digital reporting platforms such as Y-DAHS. Joint technical sessions covered data requirements, instrument specifications, integration with existing analyzers, and the sequence for site acceptance and accuracy testing. Based on these engagements, SNOC set aside dedicated budget and work packages to progress engineering, site surveys, and phased deployment. The objective is to achieve near real-time visibility and regulatory grade assurance as solar power and electrification scale across the portfolio. These preparations complement the EPI process and the migration of emissions data into Sphera, creating shorter loops between monitoring, analysis, and corrective action.

3. Monitoring and Reporting

We measure progress through a layered monitoring and disclosure framework:

- **Operational Tracking:** Monthly EPI reviews consolidate emissions trends (NOx, SOx, VOC, CO) and trigger corrective actions. In 2025, EPI enhancements improved analytics and exception handling, supported by migration to Sphera for centralized ESG data. In 2025, EPI reviews showed stable SO_2, with NOx, VOCs, and CO remaining sensitive to combustion-driven activities, prompting targeted monitoring and optimization actions.
- **Technology Enablement:** Preparations for PEMS and related accuracy audits strengthen measurement quality and reduce reliance on manual checks, building toward regulatory grade, near real time oversight.
- **Public Reporting and Assurance:** We maintain annual ESG reporting aligned with international standards and conduct periodic third-party verification to underpin transparency and data integrity This monitoring approach complements the clean energy program by converting project outcomes (e.g., solar and electrification gains) into verifiable emissions results and by keeping stakeholders informed through consistent disclosures.

4. Risk Management and Mitigation

We manage transition risks through structured, adaptive controls:

- **Technology and Integration Risk:** We use scenario planning and staged designs to mitigate uncertainties in solar output, grid interface, and equipment electrification; PEMS and digital reporting reduce performance and data quality risk during changeover.
- **Regulatory and Market Risk:** We maintain compliance readiness via EPI governance and vendor-supported upgrades that align measurement practices with evolving UAE expectations, while preserving flexibility to phase CC&S and electrification as economics and policy mature.
- **Operational and Data Integrity Risk:** 2025 lessons (e.g., metering gaps and manual reporting burdens) are being addressed through Sphera centralization and planned continuous/predictive monitoring, improving traceability, responsiveness, and auditability over time.

5. 2026 Targets & KPIs

Beginning in 2026, SNOC will report against a defined set of air emissions KPIs to strengthen compliance, enhance transparency, and support the UAE's Net-Zero ambitions. The KPI set will cover monthly and annual movements in criteria pollutants (including SO_2, NOx, CO, VOCs) through the EPI dashboard, results from periodic ambient air monitoring campaigns, the number of exceedance events with associated corrective action closure rates, and the availability and data capture accuracy of emissions monitoring systems as continuous and predictive technologies come online.

In 2026, we will target a measurable reduction in combustion related NOx, CO, and VOC intensities by implementing energy efficiency audits, operational tuning, and improved metering under the Energy & Water Efficiency Task Force.

Over the next three to five years, we will deploy PEMS, complete RATA, and integrate digital reporting platforms such as Y-DAHS to achieve near real time visibility, reduce manual reporting gaps, and strengthen regulatory readiness. These targets are designed to convert our 2025 enhancements including EPI upgrades, data centralization in Sphera, and vendor-led preparations for continuous and predictive monitoring into verified performance.

Responsible Water Stewardship

Water is a critical resource, and SNOC is committed to managing it responsibly. We implement sustainable water management strategies that prioritize operational efficiency, environmental protection, and regulatory compliance – including ISO 14001 alignment and continuous performance improvement. Our approach encompasses monitoring water risks, engaging suppliers and contractors, and supporting the UAE Net Zero 2050 targets.

Responsible Water Management at SNOC

SNOC manages water responsibly through clear oversight by the teams directly involved in water use and discharge. Our structured water management approach prioritizes efficient use, continuous monitoring, and full regulatory compliance. We measure water consumption across all facilities and apply controls to reduce wastage, manage operational and domestic demand, and promote reuse wherever possible. In wastewater management, we ensure effective handling of all wastewater streams including process, sanitary, utility-related, and wastewater generated from projects. This ensures that our activities do not degrade local surface water quality. We treat wastewater to ensure that contaminants levels are below the water quality criteria. In absence of local standards, we follow the international benchmark to guide our practices.

Assessing Water-Related Impacts

In 2025, we evaluated water-related impacts through a multi-layered program that combines routine monitoring, accredited laboratory testing, and event based assessments across Town Office, Sajaa Plant, LPG Terminal, condensate areas, and adjacent lakes and wells including Saeed Lake, Noura Lake, and Maarifah Well. A third-party contractor performed quarterly groundwater monitoring to detect changes potentially linked to operations. Potable and effluent water sampling followed formal requisitions and UAE regulatory parameters for physical, chemical, and microbiological indicators; Legionella screening at office taps remained within acceptable limits. During maintenance that can generate higher-risk wastewater (such as high-pressure jetting), we required specialized laboratory screening including radionuclide analysis before determining treatment or disposal.
In 2025, we investigated an effluent exceedance at Noura Lake (boron and hydrocarbons), completed a root cause analysis, and implemented corrective measures to prevent recurrence. Collectively, these actions supported compliant discharge, reduced pollution risk, and safeguarded surrounding ecosystems.

Water and Effluent Management

In 2025, SNOC addressed risks through preventive controls, cross-functional coordination, and targeted partnerships. Potable and effluent risks were mitigated via routine laboratory testing at wells, lakes, ponds, and key discharge points, enabling early identification of potential issues and timely corrective action. Effluent water sampling followed parameters aligned with UAE regulatory requirements issued by the Department of Energy (DoE), Dubai Municipality, and Trakhees, covering physical, chemical, and microbiological indicators. Discharge controls followed the Wastewater and Sewage Management standard operating procedures, covering industrial and sanitary streams and defining permissible discharge pathways, monitoring requirements, and compliance thresholds to avoid impacts on soil, groundwater, and sensitive receiving bodies. Execution was supported by accredited labs (e.g., Testhub Laboratories, Wimpey Lab) and operational contractors (ECO, Lamprell) during activities like tank cleaning and high pressure jetting, with specialized effluent streams subject to additional analyses, including radionuclide testing where required. Governance of goals and targets ran through monthly EPI meetings and management reviews, which set priorities, tracked performance, and aligned actions with local context and UAE national environmental expectations for water-stressed regions. These measures supported compliant discharge, reduced pollution risk, and strengthened operational control over water-related impacts during the reporting period. Looking ahead, SNOC will strengthen stewardship with initiatives such as the Environmental Impact Identification (ENVID) database (centralizing aspect identification and water/effluent risk tracking) and formal water KPIs (e.g., withdrawal, consumption, effluent compliance, data integrity) for 2026.

Minimum Standards for Effluent Discharge

SNOC's minimum effluent quality standards are based on UAE regulatory frameworks (e.g., Department of Energy, Dubai Municipality, Trakhees), reinforced by internal procedures and laboratory verification. Where local limits are not defined, SNOC applies the most stringent available national thresholds and internal criteria to ensure consistent environmental protection across all sites. Sector specific practices common to oil and gas operations are embedded – particularly for higher-risk effluents generated during maintenance by requiring accredited analyses before disposal. Prior to any release, SNOC assesses the ecological profile of the receiving waterbody including Maarifah Well, Saeed Lake, and Noura Lake and adjusts controls accordingly to reflect each site's environmental sensitivity. Following an effluent exceedance at Noura Lake in 2025, SNOC established a zero-exceedance compliance KPI, introduced post-incident in 2025, and is strengthening its response capability through enhanced early warning monitoring and automated sampling.

Water Withdrawal

SNOC's water withdrawal continues to evolve in line with operational needs and enhanced groundwater utilization. In 2025, total withdrawal reached 129,306 m³, primarily sourced from groundwater (103,302 m³) and supplemented by third-party supplied water (26,004 m³).

Compared to previous years, withdrawal shows a consistent downward trend from 154,792 m³ in 2024 to 129,306 m³ in 2025, driven by reduced reliance on third-party sources and greater efficiency in operational processes. This shift indicates improved water stewardship and a move toward more controlled internal sources.

	Unit	2023	2024	2025
Total water withdrawal	m³	***278,592**	**154,792**	**129,306**
Groundwater	m³	*69,321	*80,757	*103,302
Third-Party water (municipal/utility)	m³	209,271	74,035	26,004

**Figures are updated based on revised methodology*

Water Discharge

Water discharge patterns reflect the nature of SNOC's upstream activities. In 2025, total water discharged was 135,649 m³, comprising 99,543 m³ of produced water discharged at Noura Lake and 36,106 m³ of excess groundwater discharged at Saeed Lake.

	Unit	2023	2024	2025
Total water discharge	m³	***151,529**	***102,333**	***135,649**
Saeed Lake	m³	*23,252	*28,909	*36,106
Noura lake	m³	128,277	73,424	*99,543

**Figures are updated based on revised methodology*

Water Consumption

Operational water consumption in 2025 reached 112,349 m^3, primarily driven by groundwater and SEWA supplied water used across facilities, utilities, and process operations. From 2023 to 2025 water consumption has significantly decreased.

The sharp drop from 2023 to 2024 reflects reduced dependence on SEWA supply and improved efficiency measures, while the slight increase in 2025 corresponds to higher operational activity. Overall, SNOC continues to demonstrate more efficient and controlled use of water across its operations.

	Unit	2023	2024	2025
Total water consumption	m^3	*242,770	*83,528	*112,349

**Figures are updated based on revised methodology*

Goals & Targets – 2026 and Beyond

Looking ahead to 2026, SNOC will formalize a suite of relevant KPIs to improve our GRI alignment and strengthen our EMS commitments. This will begin with a verified groundwater-withdrawal baseline (ML/year) and year-on-year reduction actions driven by demand management, efficiency gains in SEWA supplied water, and feasible process water reuse. We will stabilize total water consumption against the 2025 median, resolve metering anomalies, and then pursue site-level efficiency projects across plants and terminals to reduce avoidable use. Produced water and wastewater generation will be maintained at or below 2025 levels through optimized treatment and operational improvements that further limit discharges. To protect receiving waters, we will operate to a zero exceedance target for effluent quality at lakes and terminals, enabled by automated sampling and early warning monitoring. Reporting discipline will rise to 100% timely EPI submissions for withdrawal, consumption, and wastewater across all locations, underpinned by the ENVID database go live to automate capture, strengthen traceability, and close data gaps. These actions strengthen resilience in a water-stressed environment by reducing dependency risk and improving regulator confidence in stewardship outcomes.

Over the next 2–5 years, these measures, supported by third-party audits, continued lake and groundwater monitoring, and the mangrove sampling program, will drive continuous improvement in environmental stewardship and reinforce alignment with national sustainability priorities.

Toward Zero Waste

Our commitment to environmental stewardship centers on minimizing waste generation and advancing circular economy practices across all operations. This commitment is guided by our Environmental Policy and ISO 14001 EMS. We continue to strengthen material efficiency, improve segregation and recycling performance, and enhance responsible waste handling through close collaboration with employees, suppliers, and licensed waste management partners. In 2025, we focused on source reduction, increased recovery and recycling, and deepened awareness of sustainable practices, which together moved the organization toward a more resource efficient future.

Strategic Waste Management Goals at SNOC

SNOC's waste management goals focus on establishing clear responsibility for minimizing the environmental footprint across all operations. Our approach covers the full value chain, ensuring that suppliers and subcontractors understand, support, and actively implement SNOC's environmental policies. By fostering collective responsibility for waste reduction, we aim not only to meet regulatory requirements but to exceed them in ways that protect the environment.

These goals include improving waste management practices, reducing waste generation at source, increasing recycling rates, and systematically tracking waste performance to drive continuous improvement. Through proactive measures that promote reuse, recovery, and responsible disposal of residual waste, SNOC demonstrates that operational integrity and environmental stewardship can advance together.

Guided by our values of sustainability, innovation, and community engagement, we remain committed to responsible waste management practices that safeguard natural resources and contribute to a more sustainable future for Sharjah and the UAE.

Commitment to Waste Reduction

We are committed to reducing waste generation across all operations and we have set a clear target to reduce waste sent to landfills by 50% by 2030. To deliver this, we will conduct circularity audits across our sites to identify material hotspots and practical reduction opportunities, then implement a prioritized mix of waste segregation at source, recycling of recoverable materials, and composting programs for suitable organic streams. These actions will be supported by staff awareness campaigns, supplier engagement, and routine performance tracking to ensure measurable progress year over year and to embed responsible materials management into everyday operations.

Sustainable Waste Management Practices

Our waste management practices follow the 4R hierarchy: **Reduce, Reuse, Recycle, and Recovery** - with segregation at source, compliant handling, and disposal through licensed third-party contractors. In our operations, waste is segregated at source and monitored through the EPI system, enabling rapid detection of anomalies and targeted corrective actions. The oversight measures such as waste register reviews, disposal manifest verification and compliance audits ensure that both hazardous and non-hazardous waste streams are managed responsibly and in line with regulatory requirements. The suppliers and contractors are also expected to follow SNOC's waste handling standards, including correct segregation, safe packaging, compliant storage, and the use of approved disposal routes.

- **Recycling & Material Circularity**

  To promote behavioral change and embed recycling habits, our 365 Waste Recycling Program encourages employees to bring recyclable materials from home to the Sajaa Plant recycling area. In 2025, the program collected 5,138 kg of recycled materials including plastics, aluminum, paper, e-waste, and cooking oil), bringing the 2021–2025 cumulative total to 20,025 kg. Participation expanded to 35 employees across 16 departments, supported by monthly tracking, department leaderboards, and HSE meeting updates.

- **Hazardous Waste Control**

  SNOC continued to strengthen its hazardous waste management practices through enhanced inventory controls, improved disposal processes, and increased oversight of specialized waste streams. While waste volumes varied during the year in line with operational activity, the organization maintained a strong focus on safe handling, traceability, and regulatory compliance. A new Naturally Occurring Radioactive Material (NORM) yard was established to support the secure management of specialized waste streams, complemented by a dedicated waste management area that centralizes handling activities and strengthens oversight. These initiatives enhance traceability, reduce handling risks, and improve audit readiness.

- **Responsible Disposal & Liquid Waste Management**

  SNOC directed 63 metric tons of liquid waste to approved facilities, with full documentation in the waste register and routine contractor performance checks to validate compliance.

- **Procurement and Packaging**

  With Procurement and Supply Chain Management (PSCM), we are tightening vendor requirements on reduced and recyclable packaging ("green label" criteria) and monitoring packaging as part of the EPI dataset. We also review stock reuse and right sizing of orders to avoid surplus and prevent waste generation at source. This directly changes procurement requirements to prevent waste generation at source, strengthening value-chain alignment and

Overall, SNOC's waste management performance over the year is presented in the following tables. The dataset covers the total waste generated from SNOC's operational activities, waste diverted from disposal, and waste directed to disposal from 2023 to 2025, with breakup of hazardous and non-hazardous waste streams. The data enhances transparency on our waste handling, circularity, and responsible resource management practices. The significant increase observed in 2025 is primarily attributed to upstream related activities undertaken during the year.

	Unit	2023	2024	2025
Total weight of waste generated	**MT**	**1,366**	**9,309**	**23,955**
Weight of hazardous waste	MT	868	8,371	23,515
Weight of non-hazardous waste	MT	498	938	440

	Unit	2023	2024	2025
Total weight of waste diverted from disposal	**MT**	**397**	**946**	**467**
Weight of hazardous waste	**MT**	0	100	52
Weight of non-hazardous waste	**MT**	397	846	415

	Unit	2023	2024	2025
Total weight of waste directed to disposal	**MT**	**969**	**8,363**	**23,488**
Weight of hazardous waste	MT	868	8,271	23,463
Weight of non-hazardous waste	MT	101	92	25

Stakeholder Engagement

We believe that effective waste management requires collaboration with all stakeholders. We engage with employees, customers, suppliers, and local communities to promote waste reduction and recycling efforts. Our initiatives include:

Employee Training

Strengthening waste management behavior across departments is central to SNOC's waste reduction target. Throughout 2025, employees received regular training on waste segregation, recycling procedures, and environmental responsibilities. These awareness efforts enhanced the effectiveness of the SNOC 365 program, expanded participation across 16 departments, and improved overall segregation practices at all facilities.

Community Programs

Partnering with local communities to support waste reduction and recycling programs.

Segregation & Awareness

We enhanced our waste segregation efforts by upgrading bin labeling, conducting regular refresher training sessions, and implementing routine recycling bin audits. These actions, along with targeted corrective measures, effectively minimized contamination and improved our recycling diversion rates.

Value Chain Collaboration

At the Upstream department, we worked with contractors and service providers under HSE and waste management expectations to ensure controlled waste streams and compliance with segregation standards. For downstream impacts, clear documentation and reporting protocols were strengthened through ESG data collection and environmental chapter review supported transparent waste performance disclosure and responsible materials handling. Collectively, these actions demonstrate our commitment to circularity, prevention focused waste management, and reducing the environmental impacts associated with waste generation throughout its value chain.

Compliance and Standards

Waste management at SNOC is governed by UAE environmental regulations, Sharjah's waste handling requirements, and the ISO 14001 EMS. All waste is handled exclusively by approved contractors, with SNOC maintaining traceability through disposal manifests, waste registers, and documentation reviews. Internal audits, EPI monitoring, and ESG reporting cycles ensure accurate classification, segregation, and disposal of hazardous and non-hazardous waste streams. These measures uphold regulatory compliance and maintain safe, responsible waste handling practices throughout SNOC's operations and contractor network.

We verify contractor performance through documentation reviews, disposal manifest checks, waste register audits, and ongoing EPI monitoring. Significant disposals such as legacy hazardous waste clear-outs – follow regulator approved methods with audit-ready evidence to ensure full contractual and legislative compliance.

Reporting and Transparency

We maintain transparent waste reporting practices through structured data collection, monthly tracking, and environmental performance analysis. The EPI system applies baseline comparisons, variance thresholds, and anomaly detection to track hazardous waste, non-hazardous waste, recycling, and wastewater streams. Recycling data is captured through the SNOC 365 program, which maintains detailed logs of material types and departmental contributions. Enhanced reporting in 2025 supported improved QA/QC processes, clearer ESG disclosures, and better alignment with GRI requirements and internal environmental objective tracking.

Looking Ahead

In 2026, SNOC will expand the recycling segregation campaign by continuing bin-segregation improvements across plants and conducting wastewater and disposal audits to optimize environmental operations. The corporation will also install digital metering to distinguish between groundwater used for irrigation from that used for operational uses for supporting waste minimization through improved water efficiency and commission third-party energy and waste audits to identify hotspots and enhance performance.

Protecting Nature: Biodiversity & Compliance

In 2025, we strengthened our commitment to safeguarding biodiversity by embedding nature protection into its environmental governance, regulatory compliance, and operational decision-making. While our assets are situated within established industrial zones, our activities interact with freshwater ponds and a constructed lake within the Sajaa complex, groundwater systems, air quality around terminals, and soils in upstream locations.

This focus translated into expanded monitoring, pollution prevention controls, habitat stewardship initiatives, and employee awareness. The approach aligns with SNOC's Environmental Policy, the ISO aligned EMS and the UAE's Net-Zero ambitions, while connecting to the Kunming–Montreal Global Biodiversity Framework (GBF) targets on reducing pollution, integrating nature into planning, and strengthening business disclosure.

Policy Framework and Commitments

Our Environmental Policy guides our approach to biodiversity, committing the organization to comply with all legal, regulatory, and internationally recognized requirements and to apply best practices. The policy emphasizes minimizing environmental impacts, conserving resources, preventing pollution, and integrating environmental and ethical considerations into investment and operational decisions. In 2025, we refreshed and strengthened ISO 14001 EMS, integrating biodiversity considerations into Environmental Impact Assessments (EIAs), ENVIDs, project planning, and operational controls. This included the rollout of over 30 awareness sessions involving more than 520 employees, ensuring nature protection is treated as a shared organizational responsibility.

We also maintained marine spill response arrangements at Hamriyah and continued legacy remediation to prevent contaminant migration to canals/sea. Our efforts support following GBF targets.

Target 1	Target 2	Target 7	Target 8	Target 15
Plan and manage all areas to reduce biodiversity loss	**Restore 30% of all degraded ecosystems**	**Reduce pollution to levels that are not harmful to biodiversity**	**Minimize the impacts of climate change on biodiversity and build resilience**	**Businesses assess, disclose, and reduce biodiversity-related risks and negative impacts**

Identification and Management of Biodiversity Impacts

We identify biodiversity-related risks and opportunities through our environmental aspects and impacts procedure, regulatory compliance, and monthly EPI trend analysis. This allows SNOC to systematically detect interactions with air, water, soil, waste, noise, and chemical hazards. The framework helps evaluate potential impacts during project initiation and throughout operations, supported by Environment and Protected Areas Authority (EPAA) engagement for screening, permitting, and baseline validation.

We apply the mitigation hierarchy across our activities by avoiding impacts through project planning and regulatory assessment, minimizing operational impacts through environmental controls and regular monitoring, and undertaking targeted remedial actions when required. In 2025, while no hectares were restored and no biodiversity offsets were recorded, we strengthened governance and prepared the groundwork for future restoration and monitoring initiatives. Throughout the year, there was no harvesting of wild species, no land use change within our operational footprint, and no pathways for invasive alien species were identified.

Sites and Ecological Interfaces

Biodiversity impacts were mainly observed at the Sajaa Gas Plant, Noura Lake within Sajaa, the LPG Terminal (including the Process Area and Jetty), the condensate terminal, and Al Hind (upstream). In 2025, evidence shows these sites are all located in industrial zones, with no direct connection to officially protected areas or high integrity ecosystems. Two key nature interfaces received special attention:

- **Noura Lake (Sajaa complex):** In June 2025, effluent monitoring revealed high levels of boron (1,260 mg/L) and hydrocarbons (2,020 mg/L). SNOC responded with corrective actions, including oil skimming and contamination control by contractors.
- **Sajaa groundwater:** Benchmarking identified this as our largest water source, highlighting the importance of managing water use and protecting its quality.

Monitoring and Stewardship Actions

In 2025, we reinforced our commitment to biodiversity and environmental stewardship by implementing a series of targeted monitoring, governance, and community engagement activities. These actions reflect our dedication to preserving aquatic and terrestrial ecosystems, ensuring water quality, and promoting conservation awareness among employees and the broader community.

Aquatic Ecosystems

We conducted quarterly monitoring of ponds and lakes at Sajaa, with laboratory analysis covering freshwater quality and microbial content, and checks on potential human activity influences.

Groundwater Protection

Our routine monitoring of abstraction and water quality indicators continued in 2025. Borehole skimming was used as a targeted remediation step, with two treated boreholes showing reduced contaminant levels.

Operational Governance

Monthly EPI meetings coordinated mitigation across departments, linking air, water, waste, and biodiversity topics and driving corrective actions where needed.

Employee and Community Initiatives

The **SNOCares** desert clean-up removed 120 kg of waste from the Sharjah desert, and the SNOC 365 Waste Recycling Program continued to build conservation awareness by transparently tracking employee participation and recycled materials.

Air, Water, and Land Use

As part of our ongoing commitment to environmental stewardship, we closely monitor the direct drivers affecting biodiversity at our operational sites.

Air and Process Emissions

At the condensate terminal, atmospheric monitoring during tank maintenance detected a benzene concentration of 0.08 ppm. Additionally, routine walk-throughs at the LPG terminal identified potential risks such as localized residues and corrosion, prompting further investigation. Although pollutant categories are established, consolidated site-level pollutant quantities were not available in the 2025 biodiversity dataset. These figures will be systematically quantified and reported starting in 2026.

Effluent and Water Quality

As previously noted, Noura Lake experienced elevated levels of boron and hydrocarbons in 2025. This prompted an immediate response and mobilization of contractors to mitigate potential environmental impacts and safeguard water quality.

Land and Resource Use

In 2025, there were no recorded changes in land or sea use at our operational sites, nor any exploitation of wild species. However, detailed site-level water usage volumes were not captured for biodiversity disclosures in 2025; a robust tracking system will be implemented for comprehensive reporting in 2026.

Access and Benefit Sharing (ABS)

We maintain an ABS ready process through its EMS, a Sphera based legal obligations register, and EPAA/EIA gating to flag any activity that might access genetic resources or associated traditional knowledge (PIC/MAT/benefit sharing documented where applicable). No ABS triggering projects were identified in 2025; the process remains active for future proposals.

Invasive Alien Species (IAS)

The 2025 review found no IAS pathways at operating sites and no records of non native species, pests, or biosecurity issues. IAS screening will be integrated into future ENVID studies.

2025 Achievements and Challenges

We achieved notable progress in environmental stewardship, underpinned by ongoing aquatic monitoring, targeted groundwater remediation through borehole skimming, and enhanced EPI governance. High-participation initiatives, such as SNOC's desert clean-up, fostered a strong conservation culture and drove improvements in environmental performance.

Future Focus: 2026 Goals and Reporting

In 2026, SNOC will

- Launch a mangrove/blue carbon monitoring program around a man-made lake to support restoration outcomes and biodiversity science.
- Strengthen pollution prevention across air, water, and waste streams; quantify site-level pollutant loads and water abstraction/consumption for biodiversity disclosures; and maintain quarterly aquatic monitoring and groundwater protections.
- Establish ecosystem baselines (habitat mapping, GIS verified hectares, condition assessments) and incorporate ecosystem services screening into ENVID/EIA workflows for all priority sites.
- Introduce biodiversity specific KPIs covering spill readiness and incidence, EPI exceedance closures, habitat/condition metrics from the new baselines, and mangrove monitoring indicators (e.g., survival, canopy cover, and species observations).

These commitments strengthen risk-based nature governance, improve disclosure defensibility, and reinforce license to operate through measurable baselines and KPIs.

06

EMPOWERING PEOPLE & COMMUNITIES

EMPOWERING PEOPLE & COMMUNITIES

SNOC is dedicated to fostering a workplace that values fairness, supports individual development, and empowers employees to pursue rewarding and lasting careers. Our employment practices are anchored in strong governance, transparent processes, and a culture that prioritizes development, well-being, and performance. As part of our talent development agenda, we invest in local capability through structured learning, mentorship, and on-the-job coaching, complemented by clear career pathways and competitive benefits. This approach helps us build a strong workforce and nurture an environment where everyone can succeed and drive SNOC's long-term success.

Building Careers: Fair, Transparent & High-Performance Practices

At SNOC, we are committed to cultivating a workplace where people can grow, excel, and build meaningful long-term careers. In 2025, we strengthened our people practices through clearer governance, enhanced processes, and better alignment with our long-term talent strategy.

Strong Governance and Ethical Practices

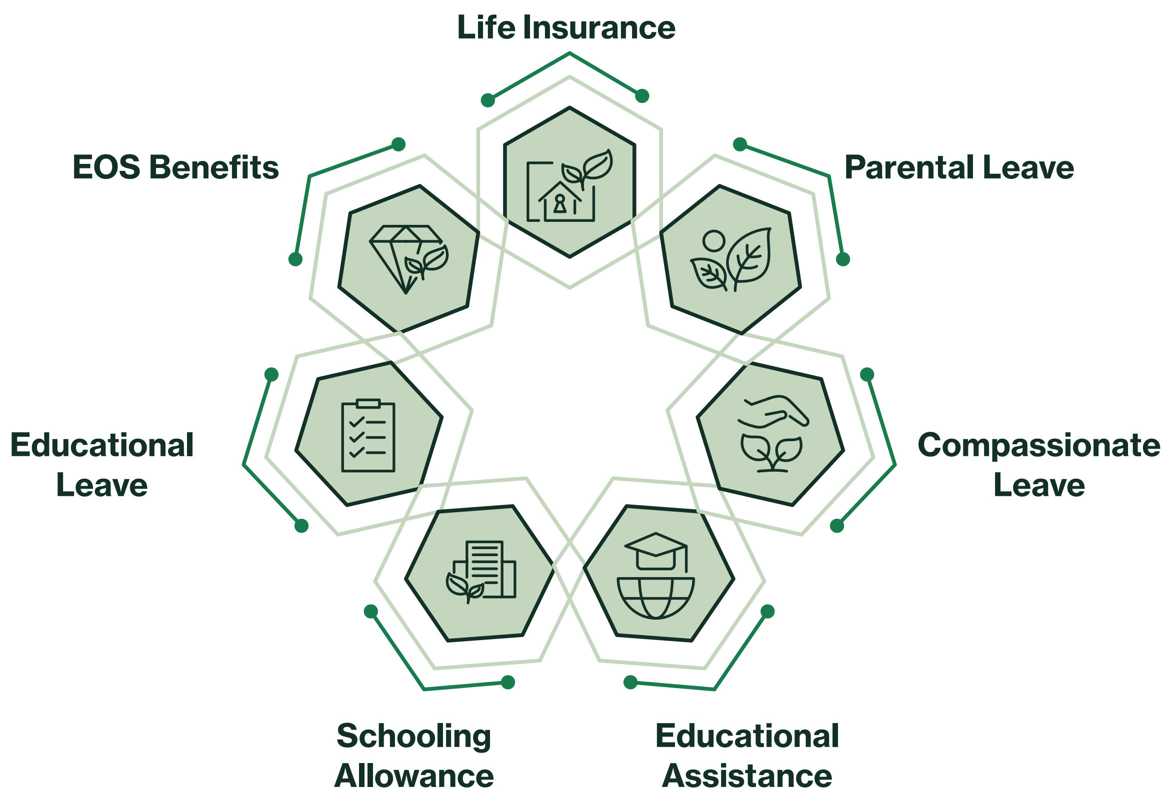
We manage our employment practices through strong Human Resources (HR) governance, anchored in a clear code of conduct. This code sets out the standards, roles, and responsibilities expected of employees and ensures full alignment with UAE Labor Law. Our commitment is to uphold ethical behavior, regulatory compliance, and fair treatment for all employees and stakeholders.

To achieve this, we focus on maintaining compliance, strengthening awareness, and continuously improving our governance and people-related practices. Senior management provides overall oversight, while HR team and other relevant departments handle the day-to-day implementation and monitoring of these practices. Dedicated HR resources, active management involvement, and supportive systems ensure that our approach is applied consistently and effectively. In addition, employees have access to a formal grievance procedure should they wish to raise concerns.

Within HR, our ongoing efforts include reviewing and updating policies, refining processes, and keeping manuals, procedures, and the code of conduct current. We regularly evaluate our management approach through internal reviews, leadership oversight, compliance assessments, and feedback from employees. As a result, SNOC has strong compliance with internal policies and regulatory requirements, and continuously identifies opportunities for improvement. Based on these insights, we update policies, enhance processes, and develop awareness initiatives to ensure our practices remain robust and responsive.

Comprehensive Employee Benefits

We provide a broad range of benefits that support employee well-being:



Building a Supportive and High Performing Work Environment

To complement our strong governance framework, we emphasize cultivating a supportive, competitive, and growth-oriented workplace. With strong governance and people practices across recruitment, development, performance, engagement, and retention, we create a supportive, growth oriented workplace that equips employees to succeed and anchors the benefits and initiatives below.

Recruitment

- Rigorous and transparent selection processes supported by third-party recruitment partners and psychometric assessment.
- Strong focus on Emiratization through the UAE Development Program.
- Commitment to diversity, equity, and inclusion in all hiring practices.

Retention and Competitiveness

- Compensation and benefits benchmarked against industry standards to ensure fairness and transparency.
- Clearly defined career pathways to support long-term retention.
- Structured incentive and recognition programs to reinforce performance and engagement.

Development

- National Development Program (NDP) with structured career pathways for fresh Emirati graduates.
- Personalized Development Plans (PDPs) and mentorship programs to support emerging talent.
- Continuous learning opportunities through technical and soft skills training.

Performance

- Objective and data-driven performance evaluation processes.
- Alignment of individual goals with organizational priorities.
- Culture that promotes accountability, regular feedback, and career progression.

Compliance and Engagement

- Full compliance with UAE labor laws and regulatory requirements.
- Transparent labor relations supported by HRMS and automated time tracking.
- Open communication channels that encourage employee input and strengthen engagement.

Employee Training and Education

At SNOC, we aim to create enriching experiences for our employees by providing opportunities for them to grow and thrive with us. Since industry needs to evolve rapidly, we prepare our employees through training and skill development programs. We advance our employees' capabilities through flagship programs such as the NDP and PDP, supporting the growth of Emirati talent and high-potential employees. Beyond technical upskilling, employees benefited from one-to-one coaching, soft-skills development, and specialized training aligned with emerging needs in the evolving energy sector.

Developing Future-Ready Talent

Learning and development remained a key pillar of SNOC's people strategy in 2025. One of our key training programs is the NDP, which targets fresh Emirati graduates and offers talent and skill development in line with evolving organizational and sector needs. Together with personalized growth pathways, this creates a clear bridge from entry to advancement, ensuring learning is purposeful and applied on-the-job.

These graduates receive intensive on-the-job training for several months, equipping them with valuable firsthand experience and the knowledge to excel in their daily tasks. The program includes a series of NDPs, from NDP1 through NDP4, each designed to address different stages of employee growth and transition. This initiative supports national talent and aligns with SNOC's mission of building a skilled and diverse workforce. In parallel, our PDPs offer tailored learning and one-to-one coaching for high potential employees, creating momentum for career progression.

NDP and PDP Structure

NDP1: Potential candidates complete online training. Successful candidates are onboard as permanent SNOC employees.

NDP2–NDP4: Employees receive tailored training, with each tiered program focusing on the specific needs of its participants.

PDPs complement this pathway with individualized development tools and coaching.

We have also implemented transition assistance programs to support employees with career transitions, whether due to retirement or employment termination, ensuring they have the resources and support to navigate these transitions successfully. This ensures our commitment to growth extends across the full career lifecycle.

Training Hours Overview

In 2025, training participation increased across the organization, with female employees averaging 22 hours of training and male employees averaging 24 hours. Senior management completed 18 hours, middle management 16 hours, and staff 25 hours, reflecting a balanced emphasis on strengthening leadership capability, with management primarily targeted through leadership programs and general training more strongly focused on staff. We are committed to offering equal access to professional development and continuous learning for all employees.

The table below outlines the average annual training hours by gender and employee category.

Average Training Hours	Unit	2021	2022	2023	2024	2025
Gender						
Female	#	13	7	17	20	22
Male	#	17	16	17	20	24
Employee Categories						
Senior Management	#	5	70	42	50	18
Middle Management	#	16	18	11	15	16
Staff	#	15	12	16	19	25

Performance and Career Development

SNOC continues to ensure that 100% of employees receive regular performance and career development reviews. Our approach to career development is merit-based and unbiased, ensuring equal access to performance feedback and advancement opportunities. Regular evaluations help strengthen employee engagement, increase job satisfaction, and contribute to stronger retention. As part of our long-term strategy, SNOC is updating job descriptions, refining performance measurement systems, and optimizing organizational structures to create greater transparency and alignment with corporate objectives.

Employee Evaluation and Parental Leave

Our performance management system remains consistent across all employee groups. All employees, regardless of department or role, receive structured performance and development reviews every year.

Employee	Unit	Measure	2022	2023	2024	2025
Parental leave taken	#	Female	1	1	1	2
	#	Male	3	6	5	8
Parental leave returnees	#	Female	1	1	1	2
	#	Male	3	6	5	8
Still employed 12 months after return	#	Female	1	1	1	2
	#	Male	3	5	5	8
Returned to work and retention rate	%	Total	100	86	100	100

These results reflect strong return-to-work and retention rates among employees who take parental leave, demonstrating SNOC's commitment to supporting work-life balance.

Safety First: Health, Safety & Well-Being

A safe and healthy workplace is at the core of protecting our people. At SNOC, we are committed to embedding OHS into our wider sustainability agenda, ensuring that employee welfare and social responsibility guide every aspect of our operations. We focus on proactive risk mitigation, employee well-being, and operational safety, maintaining full alignment with industry best practices and regulatory requirements.

Governance & OHS Management

Our target is zero harm to people, the environment, and assets. Safety is integrated into all planning and operational stages and reinforced by our HSE, environmental, and broader sustainability policies. Transparency and continuous improvement are supported through regular HSE meetings and ongoing communications that share performance indicators, incident insights, and lessons learned across the organization.

Commitment, Goals, and Targets

We sustain our HSE engagement via monthly HSE meetings and bulletin communications that review indicators, incidents, and trends, to reinforce safe behaviors, and drive improvements. Our goals are supported by management-approved KPIs that are routinely monitored and evaluated.

Core Elements of Occupational Health and Safety at SNOC

1. Proactive Risk Management

We take a preventive approach to safety by identifying and addressing potential hazards well before they escalate into critical situations. This is achieved through regular risk assessments, targeted hazard-specific training, and continuous monitoring.

Our safety management system incorporates comprehensive emergency response planning, routine evaluation of environmental and safety indicators, and frequent safety audits to ensure full operational readiness.

2. Safety Training and Awareness

All employees participate in structured safety programs designed to build technical competency and equip them to respond effectively to potential hazards.

Training covers:

- Emergency preparedness
- Exposure control
- Noise management
- Hazardous materials handling
- Other operational risks

The system applies equally to employees and contractors, ensuring consistent standards across our operations.

Hazard Identification, Risk Assessment, and Incident Investigation

We identify hazards and assess risks for routine and non routine work through inspections, job risk assessments, and quantitative monitoring. We apply the hierarchy of controls: elimination, substitution, engineering controls, administrative controls, and personal protective equipment (PPE).

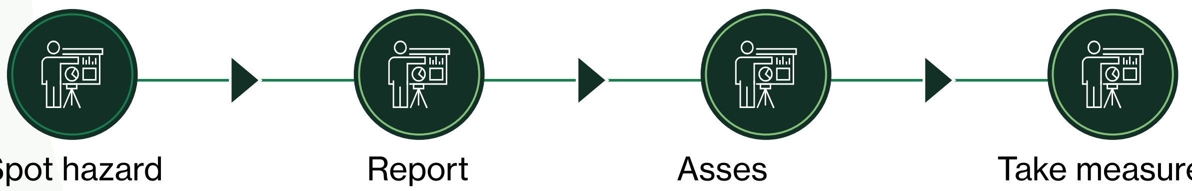
The quality and consistency of risk assessment process are ensured with the help of approved procedures, trained and competent personnel, and calibrated monitoring equipment. The results of these assessment are then used to inform corrective actions, updates to risk controls, and procedure enhancements.

All hazards and unsafe conditions must be reported through our established reporting channels. Each report is evaluated through formal risk assessments and Permit-To-Work (PTW) processes to determine appropriate control measures. We maintain a strict non-retaliation policy and uphold every worker's right to stop work and withdraw from unsafe situations without fear of reprisal. This is supported by non punitive reporting mechanisms, fitness to work requirements, and access to health support services.

Incident investigations are carried out through a structured process that includes data collection and review, hazard identification, risk assessment, and corrective measures based on the hierarchy of controls. Investigation findings are used to implement corrective and preventive actions and to identify opportunities for continual improvement of the OHS management system.

Employee Participation and Hazard Reporting

Employees are encouraged and expected to report hazards immediately so risks can be assessed and controls implemented without delay. Every report triggers a formal assessment within the PTW system. Employees are protected from retaliation and are empowered to stop unsafe work at any time.



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Spot a hazard? Report it immediately to the right people. Your safety is our priority.

Assess and act:
Every reported hazard triggers a thorough risk assessment. We have got a permit system in place to ensure the right controls are operating.

Speak up without worry:
You are protected from any reprisal when you report hazards.

Successful Implementation of eSafe System

The eSafe system is an online Health, Safety, Security, and Environment (HSSE) platform, designed to enable SNOC employees to report and log safety-related observations such as hazards, safety rules violations, positive feedback, risks, and suggestions. It categorizes these observations under relevant types (e.g., electrical or chemical hazards) and ensures effective tracking and resolution. The system supports different user roles: normal users can create observation cards and assign actions; responsible persons can take action and close cards; and administrators can manage both the cards and system settings. eSafe enhances safety communication, promotes accountability, and supports a proactive safety culture within SNOC.

Fit for Duty

We require that all workers meet physical and mental fitness standards for their tasks. Health insurance benefits and wellness programs are also available for all employees.

Learning from Incidents

Our commitment to continuous improvement is reflected in how we handle incidents. Every report undergoes a root cause analysis to implement corrective actions, minimizing the chances of recurrence.

Occupational Health Services, Quality Assurance, and Access

We ensure the quality of our health services by adhering to standardized procedures, providing training and monitoring to our health personnel. Also, we are updating our protocols to align with the latest best practices and regulations. To make these services accessible, we've integrated them into our operations and informed employees on how to utilize them.

To support the early detection of potential health issues, SNOC offers routine health check-ups, including blood pressure monitoring, blood glucose testing, and Body Mass Index (BMI) assessments.

To equip our workers with the knowledge needed to stay safe, we conduct educational sessions covering key occupational health and safety topics, including heat stress, benzene exposure management, Naturally Occurring Radioactive Materials (NORM), and hydrogen sulfide exposure.

Our corporation actively involves workers in shaping and refining our occupational health and safety management systems.

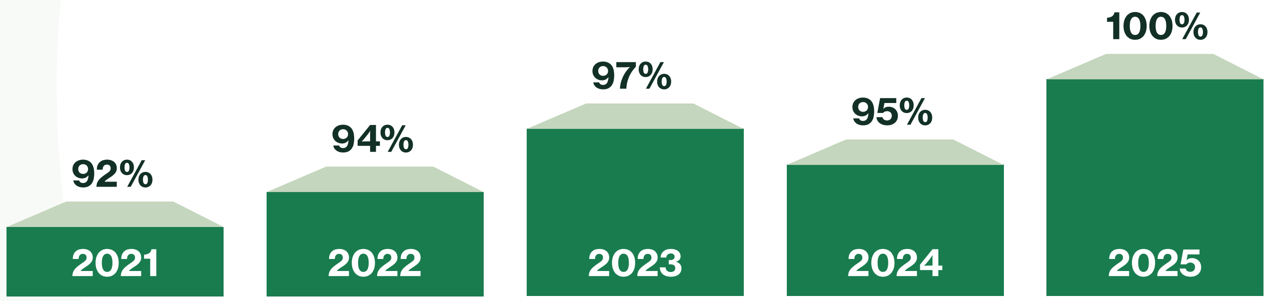
Employees contribute by adhering to safety measures, using recommended PPE, and engaging in health initiatives like heat stress management and exposure monitoring. Additionally, joint management-worker health and safety committees play a pivotal role in preventing occupational injuries and diseases, enhancing safety practices, and holding regular discussions to inform policy and procedural updates.

We also prioritize overall worker health by providing comprehensive health insurance including medical checkups such as Vitamin D and Vitamin B12 tests, and regular screening of blood pressure, blood sugar, and blood cholesterol.

Occupational Health and Safety Training

SNOC provides a range of occupational health and safety training programmes to build workforce capability and preparedness. These include first aid training delivered by a certified trainer in line with international guidelines to ensure employees are equipped to respond to medical emergencies, hydrogen sulfide training with certification for employees working in the oil and gas industry to address exposure risks, and hazard awareness training tailored to workers assigned to specific tasks.

The percentage of security personnel who have received formal training in the corporation's human rights policies or specific procedures and their application to security.



Security services supporting SNOC's operations are provided by licensed service providers operating under the oversight of relevant national authorities. All security personnel are required to comply with SNOC's procedures and standards, including mandatory occupational health, safety, and training requirements.

Supplier & Contractor Management

Our health and safety expectations extend to suppliers and contractors. Business partners are required to adhere to standards and practices consistent with ours. We set and review performance targets, conduct contractor HSE audits, and integrate contractors into our PTW, risk assessment, incident learning, and training processes.

Monitoring, Evaluation, & Performance

We regularly monitor the effectiveness of controls, track performance indicators, and adjust measures to improve outcomes. Data are reviewed in monthly HSE forums and communicated via organization-wide bulletins.

2025 Performance Summary

Employees:

No fatalities, no high consequence injuries, no recordable injuries, and zero work related ill health cases across 1,613,509 total hours worked.

Controlled Workers:

No fatalities or high consequence injuries; three recordable injuries; recordable injury rate 1.86 (on 1,000,000 total hours worked); zero work related ill health cases.

	Unit	2021	2022	2023	2024	2025
Total Work hours	#	966,021	1,769,127	1,255,982	1,546,446	1,613,509
Total Recordable Injury Rate (TRIR)	#	1.04	0.57	0.80	1.94	1.86

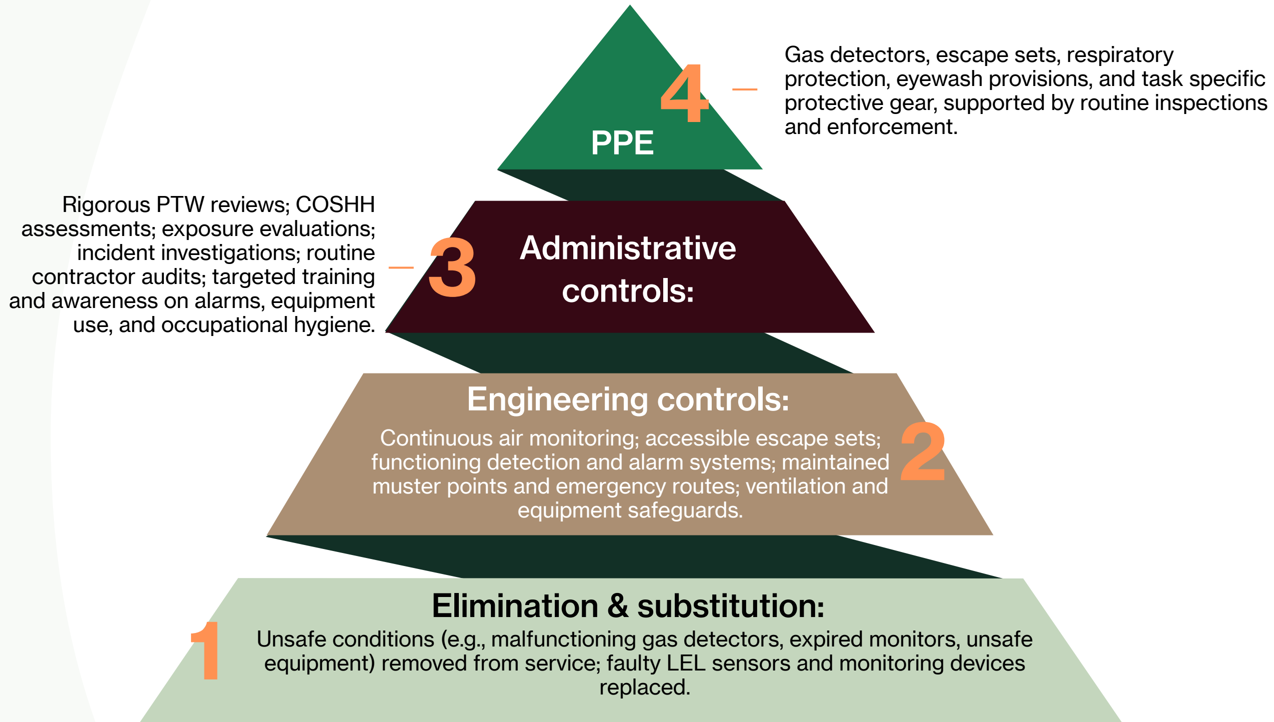
Preventing and Mitigating OHS Impacts

Our strategy for preventing adverse occupational health and safety impacts associated with our operations, products, and services is grounded in the key components of the General Health, Safety, and Environmental Rules (GHSER) program.

Hazard Identification & Risk Assessment

We apply a structured, multi-layered process anchored in HSE frameworks and regulatory requirements. Methods include PTW reviews, exposure assessments, task specific evaluations (chemical, physical, process), incident investigations and root cause analysis, environmental monitoring, and workforce observations. Specialized systems and assessments such as Control of Work (COW), Occupational Health Identification System (OHID), Control of Substances Hazardous to Health (COSHH), and exposure-based evaluations support effective control selection and ongoing reassessment.

For high-risk activities such as H_2S related work, procedures require gas testing, continuous monitoring, PPE checks, and confirmation of emergency readiness before and during operations.



Actions across the hierarchy of controls

Worker Training & Education

Workers within our supply chain also receive training to help them recognize and manage health and safety hazards. These mandatory programs address potential exposures related to their job tasks, reinforce a strong safety culture, and support accident prevention. Training further ensures compliance with COW, OHID, COSHH, and H_2S requirements.

Incident Investigation & Reporting

SNOC maintains established procedures for investigating and reporting incidents. All events undergo structured analysis, including root-cause evaluation, to prevent recurrence. Significant incidents are reviewed by dedicated investigation panels, with lessons learned incorporated into corrective actions and shared across the organization.

Engagement & Consultation

We involve workers and relevant stakeholders in the development and implementation of health and safety policies. Engagement takes place through HSE monthly meetings, performance discussions, and recognition programs, ensuring that policies remain practical and effective.

Monitoring & Evaluation

We regularly monitor the effectiveness of our health and safety measures, track performance indicators, and adjust our approach to improve safety outcomes. This includes evaluating contractor and supplier compliance to ensure consistent standards across our business relationships.

Supplier & Contractor Management

Our health and safety expectations extend to our suppliers and contractors. Business partners are required to meet equivalent safety standards, participate in relevant training and assessments, and align with SNOC's performance targets and monitoring processes.

Assurance & Continuous Improvement

We promote a culture of participation and accountability through regular HSE meetings, performance reviews, and recognition of safe behaviors. Joint committees and cross-functional reviews ensure that lessons learned are translated into improved procedures and controls. This integrated approach includes combining technology, training, monitoring, and open reporting to helps keep risks low and maintain strong safety performance across employees and controlled workers.

Inclusive by Design: Equal Opportunity for Everyone

At SNOC, we recognize that diversity is a catalyst for innovation and success. By embracing different perspectives, backgrounds, and talents, we create an inclusive environment where every employee is valued and empowered. In line with our approach to diversity, we are aligned with UAE Federal Law No. 2 of 2015, which firmly opposes discrimination in any form. Our HR will be conducting a study to benchmark diversity strategies in leading global organizations to adopt best practices for implementing SNOC's workforce diversity strategy.

Our commitment is to:

- Provide a fair, inclusive, and respectful workplace for all employees.
- Ensure equal opportunity in recruitment, development, and career progression.
- Support national workforce development through Emiratization initiatives.
- Prevent discrimination, harassment, and unfair treatment in any form.
- Comply with all applicable UAE labor and anti-discrimination laws.

To build on these foundations, SNOC's HR team will conduct a comprehensive study of benchmark diversity strategies implemented by leading global organizations. The insights gained from this study will guide us in adopting best practices and strengthening the implementation of SNOC's workforce diversity strategy.

Our priorities include:

- Consistently advancing gender parity by continually increasing the number of women on our team.
- Balancing young talent with experienced professionals, ensuring both continuity and agility.
- Supporting Emiratization and diversity. Our workforce proudly represents 24 different nationalities, enabling us to benefit from a broad spectrum of perspectives and expertise.

	Unit	2021	2022	2023	2024	2025
Total Countries of Origin	#	21	21	24	24	24

Female Representation at SNOC

Our workforce expanded steadily from 2021 to 2025, growing from 147 to 306 employees overall. During this period, female representation increased from 24 to 55, while male employees rose from 123 to 251, reflecting broader organizational growth. The proportion of females remained within 16%–22%, while male representation ranged between 78%–84%, showing a consistent distribution as the workforce grew.

	Unit	2021	2022	2023	2024	2025
Male	#	123	131	136	146	251
Female	#	24	35	38	42	55
Total	#	147	166	174	188	306*
Male	%	84%	79%	78%	78%	82%
Female	%	16%	21%	22%	22%	18%

*This number of employees includes contractors/controlled employees.

A Balanced Workforce

A review of age distribution at SNOC highlights a balanced mix of early-career and experienced professionals. Employees aged 18–30 increased from 36 to 48, indicating growing opportunities for youth, while the largest head count increase occurred in the 41–50 age group, which nearly doubled from 50 to 95, strengthening technical depth and leadership continuity. The 31–40 and 51–60 categories remained stable, supporting a steady pipeline of mid-career expertise. Overall, this age composition reflects a workforce positioned for both operational capability and succession stability.

Age Group	Unit	2021	2022	2023	2024	2025
18-30 years	#	22	32	30	36	48
31-40 years	#	43	45	50	51	78
41-50 years	#	33	39	43	50	95
51-60 years	#	33	34	31	32	52
60+ years	#	16	16	20	19	33
18-30 years	%	16	20	17	19	16
31-40 years	%	29	27	29	27	25
41-50 years	%	22	23	25	27	31
51-60 years	%	22	20	18	17	17
60+ years	%	11	10	11	10	11

Employee Turnover and New Hires

Female employee turnover continues to remain minimal, averaging one to two departures per year, reflecting a stable and retained workforce. Male turnover, however, rose significantly to 22 in 2025, largely attributable to accelerated project activity and the reshaping of roles during a period of strategic workforce realignment. New hiring patterns demonstrate SNOC's expanding operations, with male recruitment peaking at 26 in 2025, while female hiring reached its highest level in 2024 at 19 new joiners. These trends show that while SNOC continues to attract talent across all categories, it maintains momentum in diversifying its talent pipeline.

	Unit	2021	2022	2023	2024	2025
Employee Turnover						
Female	#	1	1	0	1	2
Male	#	4	1	4	8	22
New Hires						
Female	#	7	11	7	19	6
Male	#	1	10	5	4	26

Employment Contract Type

Employment contract data continues to reflect the organization's positive growth trajectory. Full-time headcount rose from 106 in 2024 to 111 in 2025, while part-time contracts remained negligible throughout the period. Trainee numbers fluctuated in accordance with development program cycles, ending at 30 in 2025. This balanced employment structure underscores SNOC's commitment to sustaining a stable core workforce while actively cultivating future talent through targeted training and development opportunities.

Employment Contract Type	Unit	2021	2022	2023	2024	2025
Full-Time	#	53	63	73	106	111
Part-Time	#	1	3	3	2	2
Trainees	#	31	32	38	23	30

Emiratization

Emiratization remains central to SNOC's workforce strategy, and the organization continues to record meaningful progress in this regard. National employee numbers increased from 72 to 82, raising Emirati representation from 38% to 42% year-on-year. Emirati women's participation also grew steadily, rising from 20 to 21 over the same period – reflecting a genuine commitment to inclusive opportunity for UAE nationals across all levels of the organization.

These outcomes demonstrate SNOC's continued dedication to empowering national talent and advancing the UAE's broader workforce objectives. Our strategy maintains a balanced integration of global expertise and local capability, enabling the organization to leverage international perspectives while strengthening national representation.

Going forward, SNOC is committed to further increasing Emirati representation in permanent roles through fair, transparent, and merit-based processes, positioning the organization to drive innovation, sustain excellence, and contribute meaningfully to the UAE's long-term national development vision.

Emiratization	Unit	2021	2022	2023	2024	2025
Total National Employees	#	46	57	63	72	82
Employed Emirati Women	#	6	15	17	20	21
Percentage of National Employees	%	32	34	36	38	42

Commitment to Non-Discrimination

Our commitment to non-discrimination is deeply embedded in our corporate values and upheld through strict adherence to our Code of Conduct. We firmly believe that fostering an inclusive and supportive work environment is fundamental – not only to employee well-being, but to sustained organizational performance and long-term success.

Central to our approach is an unwavering respect for human dignity. This principle shapes every interaction, informs every decision, and ensures that all employees are treated with fairness and equity. In full alignment with UAE Federal Labor Law, we implement proactive measures to prevent misconduct and safeguard employee rights. Our policies explicitly prohibit exploitation, harassment, and all forms of human rights violations, maintaining a safe, respectful, and empowering environment for every member of our workforce.

Our emphasis on strong governance, transparency, and ethical conduct reflects our broader responsibility to contribute positively to society. By cultivating a culture grounded in fairness, integrity, and accountability, we create the conditions in which all employees can thrive, grow, and reach their full potential.

To further reinforce these commitments, SNOC is actively updating its internal policies to incorporate comprehensive grievance and disciplinary procedures in full compliance with applicable legal requirements. During the reporting period, only one case of discrimination was recorded – a reflection of both the effectiveness of our preventive measures and the confidence employees place in our reporting mechanisms.

Strengthening Risk Management & Asset Integrity

Risk Management System

We have built a comprehensive risk management system that forms a central pillar of our governance framework. This system enables us to proactively identify, assess, and mitigate risks across all operational areas. By doing so, we strengthen organizational resilience, maintain alignment with international standards, and safeguard our assets. It also supports more informed decision-making and contributes to the efficiency and reliability of our operations.

Enhancement of Enterprise Risk Management (ERM)

As part of our commitment to continuous improvement, we are transitioning to an upgraded Enterprise Risk Management (ERM) system. This enhancement will offer broader, more integrated oversight of risk and ensure ongoing compliance with governance requirements. To facilitate this transition, external consultants have been engaged to:

1. Deliver ISO 31000 aligned training to strengthen risk management capabilities across the corporation.
2. Conduct workshops aimed at evaluating existing risks, identifying emerging threats, and prioritizing mitigation actions.
3. Update risk registers to reflect evolving business conditions and maintain comprehensive documentation.
4. Develop risk scoring models that help quantify risks and support prioritization.
5. Design key risk indicators (KRIs) that provide actionable data and early warnings to support strategic adjustments.

Key Features of SNOC's Enhanced Risk Management Approach

1 Risk Identification and Classification

We identified a wide range of risks including strategic, operational, financial, HSE, reputational, and cybersecurity risks. Special attention is given to environmental and sustainability related risks, such as climate impacts, to align with our ESG commitments.

2 Risk Assessment and Prioritization

Regular evaluations and risk prioritization help reduce exposure in critical categories and support effective planning.

3 Mitigation Planning and Monitoring

We maintain proactive monitoring systems and ensure that mitigation plans are implemented and updated as needed.

4 Incident Tracking and Root Cause Analysis

Advanced incident management tools allow us to track events, analyze root causes, and escalate significant findings to the CEO and extended leadership team for appropriate action.

5 Risk Registers and Updates

Our risk registers and DNV Synergi Life system record all identified risks, non conformances, incidents, and HSE observations. These tools ensure that our risk profile remains current and that risk management practices evolve with operational needs.

Internal Control Policies

Our internal control framework is built on risk-based preventive, detective, and corrective controls. These controls help safeguard the corporation from fraud, mismanagement, and cybersecurity threats. By embedding these measures into daily operations, we reinforce organizational resilience and maintain a secure and trustworthy environment for our stakeholders.

Asset Integrity

Asset integrity remains fundamental to SNOC's operational excellence and reflects our commitment to maintaining the highest standards of safety, reliability, and performance. It is a strategic priority that extends from the CEO through all levels of the organization, ensuring shared accountability for protecting our assets.

Every employee plays an important role in maintaining asset integrity. We promote a culture of vigilance, encouraging team members to remain alert to potential issues and to report concerns without hesitation. This open approach enables SNOC to address risks proactively and uphold safe and reliable operations.

Our commitment to asset integrity ensures that our facilities operate responsibly while supporting environmental protection and overall operational performance. This pledge represents our responsibility to stakeholders, the community, and the environment to operate with integrity, uphold safety as a core value, and place care at the center of everything we do.

Responsible Supply Chain: Ethical, Local & Sustainable

A sustainable supply chain is essential to our business strategy and reflects our commitment to environmental responsibility and ethical operations. We are strengthening this focus by embedding sustainability into every aspect of our procurement and supply chain activities.

Management Approach

SNOC's focus on sustainable procurement is guided by a clear long-term vision. Building on the groundwork laid in 2024, we continued to advance the formalization of cross-departmental KPIs and detailed implementation instructions in 2025. The Procurement and Supply Chain Management (PSCM) policy incorporates sustainability and green procurement requirements. This year the team expanded these efforts by auditing selected suppliers using a newly introduced sustainability questionnaire, which is an important step in turning policy commitments into operational practice.

Top Activities Initiated or Completed

1. Electronic Bidding

The e-bidding system is now fully embedded in our procurement cycle, with all tenders conducted electronically. In addition to improving efficiency, this process supported the timely award and execution of the Engineering, Procurement and Construction (EPC) contract for the SANA solar power plant.

Achievements and Impacts:

- The procurement process is now system-controlled, allowing suppliers to submit bids through their own portal.
- Improved transparency and a paper-free process have generated significant value for the local community and the environment.
- These improvements were delivered internally in collaboration with the IT team, and all suppliers are required to comply with the electronic process to participate in SNOC tenders.

2. Supplier Sustainability Questionnaire

In 2025, SNOC improved supplier engagement by rolling out the Supplier Sustainability Questionnaire to priority contractors. At least six suppliers have already responded, and their assessments are in progress. The results will help shape SNOC's first Preferred Supplier List, guiding future procurement decisions.

Looking ahead, our priorities include increasing the share of green procurement, maintaining a robust sustainability based supplier ranking, and further reducing paper use across procurement operations.

3. Digital Transformation Collaboration

PSCM continues to work closely with the IT department on the corporation-wide digital transformation program. A key focus this year was the introduction of electronic signatures to replace manually signed contracts, a change that will streamline approvals and advance our transition toward a paperless environment. These initiatives contribute to SNOC's broader sustainability objectives by modernizing processes and reducing resource use.

4. Award and Recognition

SNOC received the CIPS Ethical Procurement and Supply certification, underscoring our commitment to ethical governance, transparency, and responsible sourcing practices.

Timeline and Future Projects

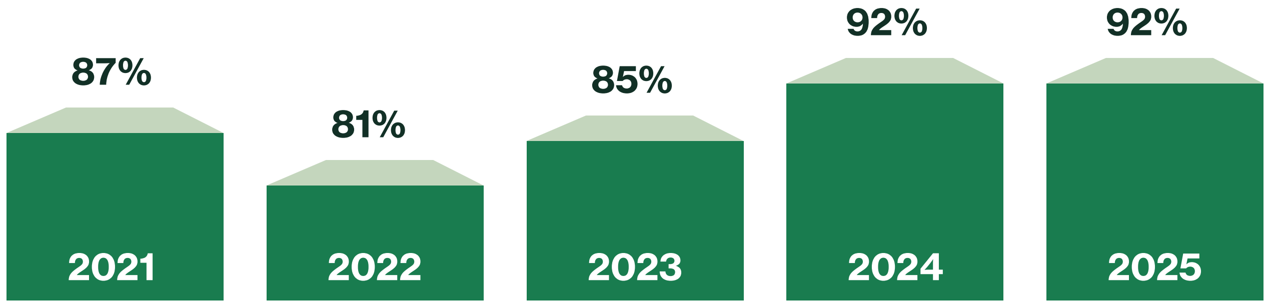
During 2025, the Supplier Sustainability Questionnaire was fully established and issued to major contractors. This exercise will continue into 2026, after which the results will be used to create SNOC's Preferred Supplier List. In parallel, PSCM will be supporting the digital transformation journey, particularly initiatives aimed at reducing paper usage and improving workflow efficiency.

Our ongoing commitments include increasing the proportion of green procurement, strengthening sustainability based supplier selection, and advancing digital processes across the supply chain.

Budget Allocations

Percentage of the procurement budget used for significant locations of operations* that is spent on suppliers local** to that operation (such as percentage of products and services purchased locally).

Percentage of Budget Allocation:



"Significant locations of operations" are defined as all SNOC operations taking place in Sharjah and its surrounding areas in the Northern Emirates.

***SNOC defines 'local' as suppliers whose registered entities are in the UAE.*

Creating Shared Value: Community Investment & Partnerships

In 2025, SNOC continued to advance its Corporate Social Responsibility (CSR) framework in alignment with its core values and long-term strategic direction. Efforts remained focused on meaningful community partnerships, responsible social investment, and initiatives supporting education, health, and overall community well-being.

Community-related risks are proactively identified and managed through regular stakeholder engagement, sound governance, and responsible operating practices, ensuring potential social and environmental impacts are addressed early and effectively.

SNOC maintains active collaborations with local universities, government bodies, and non-profit organizations to drive capacity-building, knowledge sharing, and community outreach. Looking ahead, the organization is committed to expanding its CSR reach through continued support for educational programs, health awareness campaigns, and youth development initiatives, reinforcing its role as a responsible and trusted corporate citizen contributing to sustainable national development.

Our Partnerships and Collaborations

SNOC continued its collaborations with a range of educational, governmental, and community-based organizations that support the corporation's CSR priorities in education, health, social development, and overall community well-being in 2025. Key partners include:

- American University of Sharjah (AUS)
- University of Sharjah
- Sharjah Capability Development – SCD (Tatweer)
- Rubu' Qarn for Creating Future Leaders and Innovators
- Reyada and Nama (Pink Caravan – Friends of Cancer)
- Health Promotion initiatives (e.g., Children Safety Now)
- Sharjah Police
- Kalimat Foundation for Children

These partnerships play a vital role in advancing SNOC's CSR objectives and building meaningful, long lasting community impact.

07

LOOK AHEAD

LOOK AHEAD

SNOC's Pathway to a Sustainable Future

Building on the successful publication of its inaugural Sustainability Report last year, SNOC enters the next phase of its sustainability journey with renewed momentum and ambition. The reporting process has strengthened transparency, enhanced internal alignment, and reinforced sustainability as a core enabler of SNOC's long-term resilience and value creation. Looking ahead, SNOC remains focused on delivering positive environmental and social outcomes while supporting Sharjah's energy security and development priorities.

SNOC's long-term strategy, spanning a 10-year horizon from 2023 to 2032, provides the overarching framework for advancing these sustainability ambitions. This strategic direction is guided by five Strategic Goals that define the corporation's long-term outlook and priorities: creating a diversified and balanced portfolio, meeting Sharjah's energy demand; pursuing strategic growth, creating value and enhancing quality of life for Sharjah, and investing in future generations. Together, these goals underpin SNOC's commitment to responsible growth, future readiness, and the creation of enduring value for Sharjah and its people.

As SNOC looks forward, sustainability considerations are increasingly integrated into the organization's plans, investments, and operations. Central to this is SNOC's Net-Zero 2050 ambition and its contribution to the energy transition. The corporation is progressing future-energy pathways, through carbon storage, hydrogen, geothermal research and development, and solar initiatives, supporting emissions reduction while strengthening long-term resilience in a transitioning energy landscape. These efforts reflect SNOC's aspiration to play an active role in shaping a lower-carbon, technology-enabled, and more sustainable energy system for Sharjah.

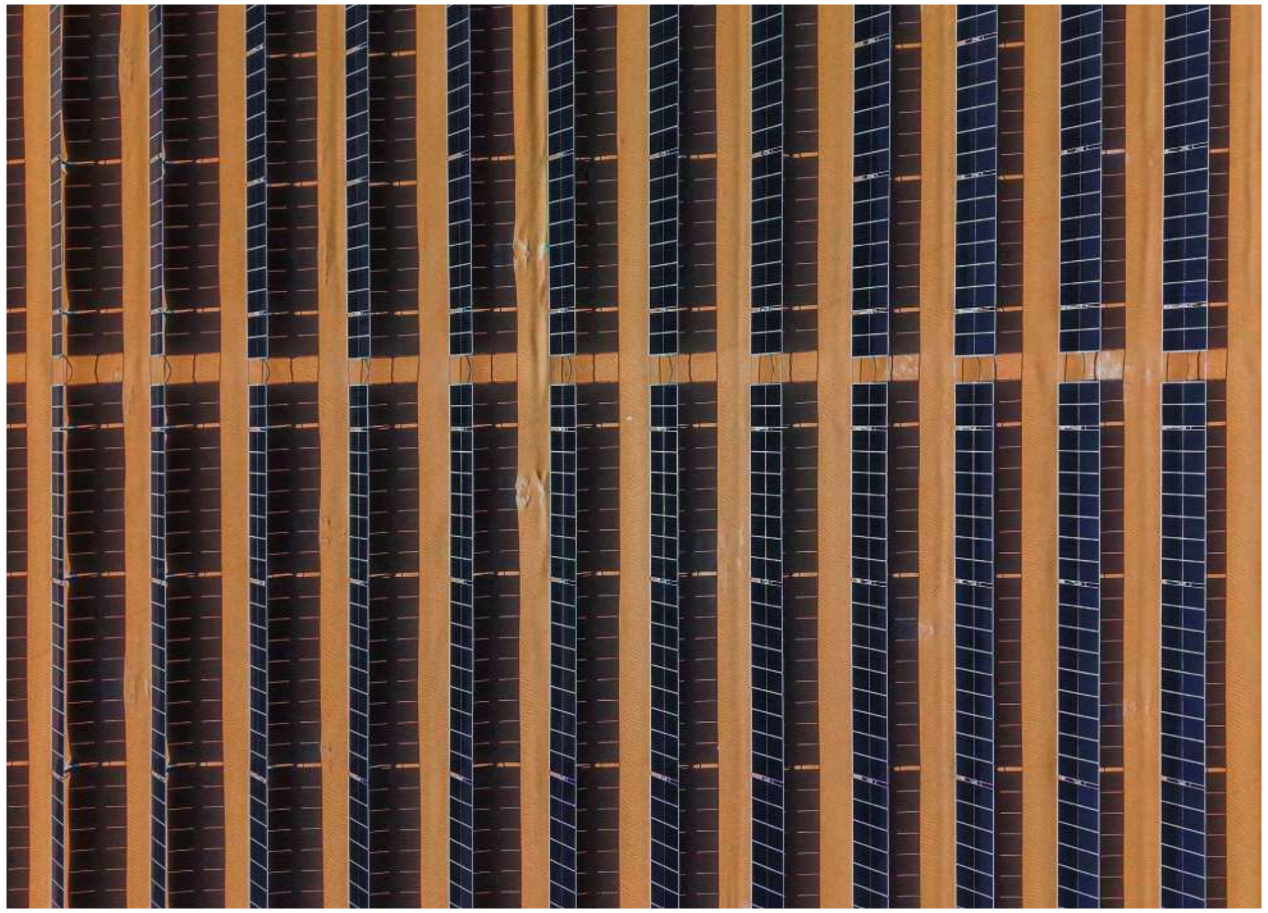
The medium-term execution of this ambition is guided by SNOC's Five Year Corporate Plan (2026–2030), developed under the theme "Build the Foundation." This phase focuses on strengthening the systems, capabilities, and partnerships required to deliver sustainable outcomes over the long term. The plan is structured around five Strategic Priorities: protecting and securing Sharjah's gas supply, growing upstream resources and reserves, expanding commercial value and markets, transforming capabilities and technology, and delivering the energy transition and Net Zero. Collectively, these priorities reflect SNOC's intent to balance energy reliability, decarbonization, innovation, and social value creation.

In parallel, SNOC's CSR Strategy continues to evolve toward a more structured and impact driven approach. Moving beyond a traditional sponsorship model, the strategy now focuses on sustainable development programs aligned with UAE Vision 2031 and the United Nations Sustainable Development Goals.

Guided by three Strategic Pillars – **Empowering Human Talent, Community Engagement and Social Well-being, and Environmental Stewardship** – SNOC aims to strengthen its contribution to inclusive growth, community resilience, and environmental protection.

Looking ahead to 2026, the first year of the Five-Year Business Plan under the theme "BUILD THE FOUNDATION," SNOC will focus on translating its sustainability commitments into measurable action. Priorities include increasing production and revenue growth, advancing exploration activities including the first offshore exploration well (KF-01), strengthening digital and enterprise systems through ERP implementation, publishing the Net-Zero roadmap, expanding access to cleaner energy solutions, increasing Emiratization, and progressing carbon capture and renewable energy integration. These actions are intended to lay a strong foundation for sustained environmental, social, and economic performance.

Through the continued integration of sustainability into its strategy, operations, and partnerships, SNOC reaffirms its commitment to responsible energy development, environmental stewardship, and long-term value creation for Sharjah, its communities, and its future generations.



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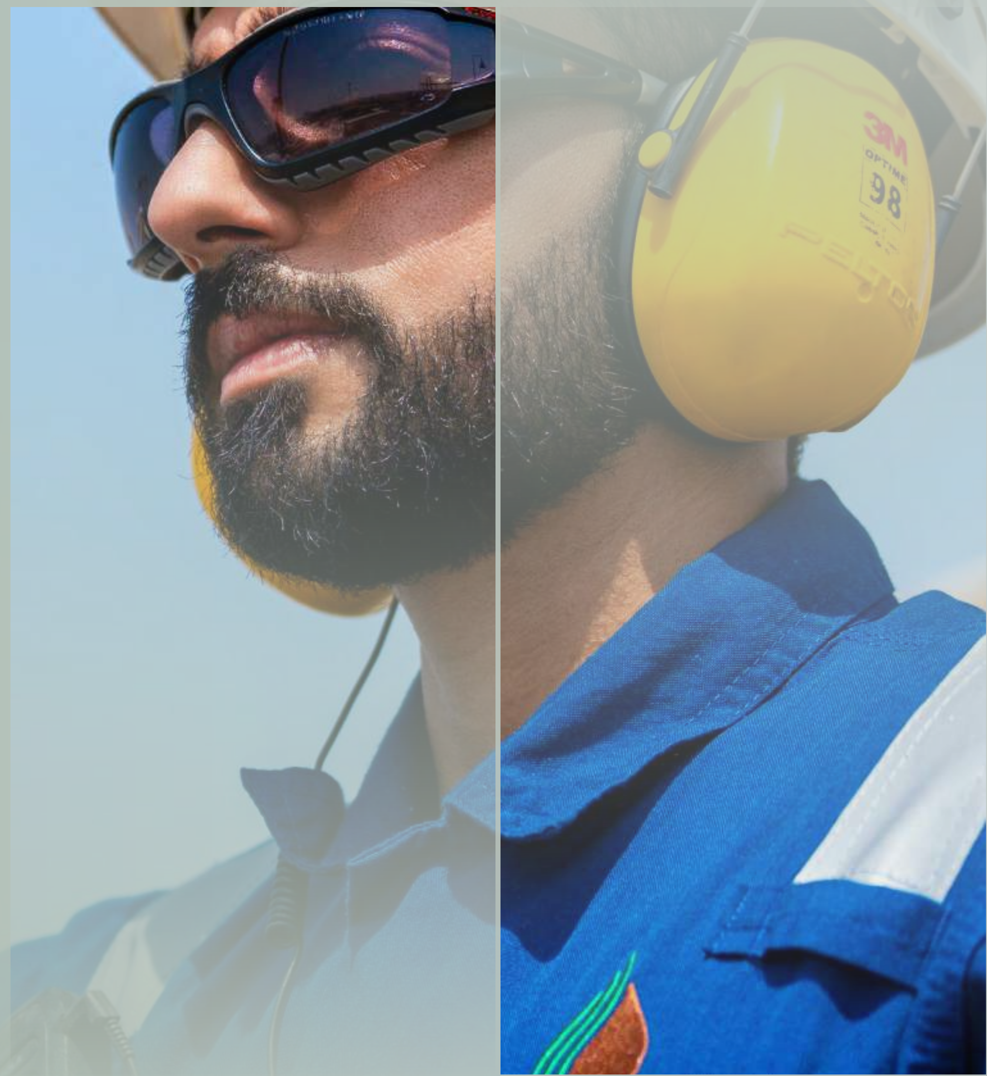
APPENDIX



APPENDIX

GRI Content Index

Statement of Use	SNOC has reported in reference with the GRI Standards for the period 1st January 2025 to the 31st December 2025
GRI 1 Used	GRI: Foundation 2021

GRI Standard / Other use	Disclosure	Page / Direct Response
General Disclosure		
GRI 2: General Disclosures 2021	2-1 Organizational details	14–15
	2-2 Entities included in the organization's sustainability reporting	16-17
	2-3 Reporting period, frequency and contact point	10–11
	2-4 Restatements of information	92-93
	2-5 External assurance	10–11
	2-6 Activities, value chain and business relationships	18-19
	2-7 Employees	120–123
	2-8 Workers who are not employees	116–119
	2-9 Governance structure and composition	58–59
	2-10 Nomination and selection of the highest governance body	58–59
	2-11 Chair of the highest governance body	58-59
	2-12 Role of the highest governance body in overseeing the management of impacts	6-7, 46–47
	2-13 Delegation of responsibility for managing impact	6-7, 46–47
	2-14 Role of the highest governance body in sustainability reporting	46–47
	2-15 Conflicts of interest	64–65
	2-16 Communication of critical concerns	60–63
	2-17 Collective knowledge of the highest governance body	58–59
	2-18 Evaluation of the performance of the highest governance body	58–59
	2-22 Statement on sustainable development strategy	138–139
	2-23 Policy commitments	60–61
	2-24 Embedding policy commitments	60–61
	2-25 Processes to remediate negative impacts	62–63
	2-26 Mechanisms for seeking advice and raising concerns	60–63
	2-27 Compliance with laws and regulations	64–65
	2-29 Approach to stakeholder engagement	26–29
	2-30 Collective bargaining agreements	NA
Material Topic		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	32–33
	3-2 List of material topics	32–33
Occupational Health & Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	34–41
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	112–115
	403-2 Hazard identification, risk assessment, and incident investigation	114–115
	403-3 Occupational health services	114–117
	403-4 Worker participation, consultation, and communication on occupational health and safety	116–117
	403-5 Worker training on occupational health and safety	116–119
	403-6 Promotion of worker health	114–117
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	118–119
	403-8 Workers covered by an occupational health and safety management system	116–119
	403-9 Work-related injuries	116–119
	403-10 Work-related ill health	116–119
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	116–117
Risk Management and Asset Integrity		
GRI 3: Material Topics 2021	3-3 Management of material topics	126-127

GRI Standard / Other use	Disclosure	Page / Direct Response
Employment and Human Resources		
GRI 3: Material Topics 2021	3-3 Management of material topics	106–125
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	122–123
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	106–107
	401-3 Parental leave	110–111
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	108–109
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	110–111
	404-2 Programs for upgrading employee skills and transition assistance programs	108–109
	404-3 Percentage of employees receiving regular performance and career development reviews	110–111
Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	66–67
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	76–79
	201-2 Financial implications and other risks and opportunities due to climate change	120–121
	202-2 Proportion of senior management hired from the local community	20–23
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments	66–67
	203-2 Indirect impacts	66–67
GRI 207: Tax 2019	207-1 Tax approach	66–67
	207-2 Tax governance	66–67
GHG Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	80–83
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	80–83
	305-2 Energy indirect (Scope 2) GHG emissions	82–83
	305-4 GHG emissions intensity	80–85
	305-5 Reduction of GHG Emissions	84–85

GRI Standard / Other use	Disclosure	Page / Direct Response
Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	132–135
GRI 413: Local Communities 2016	413-1 Operations with local community, engagement, impact assessments, and development programs	132-135
Stakeholder Engagement		
GRI 3: Material Topics 2021	3-3 Management of material topics	26-30
Anti-Corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	64-65
GRI 205: Anti-corruption 2016	205-1 Corruption risk assessment	64-65
	205-2 Training	64-65
	205-3 Incidents	64-65
Business Ethics and Anti-competitive Behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	60–65
Diversity & Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	120–125
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	120–123
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	124–125
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	93–99
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	93–95
	306-2 Management of significant waste-related impacts	94–99
	306-3 Waste generated	96–97
	306-4 Waste diverted from disposal	96–97
	306-5 Waste directed to disposal	96–97

GRI Standard / Other use	Disclosure	Page / Direct Response
Climate Adaptation, Resilience and Transition		
GRI 3: Material Topics 2021	3-3 Management of material topics	76–79
GRI 302: Energy 2016	302-1 Energy consumption within the organization	76–79
	302-2 Energy consumption outside of the organization	76–79
Human Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	124–125
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	124-125
GRI 409: Forced or Compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	124-125
Air Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	83–84
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	83-84
Sustainable Supply Chain		
GRI 3: Material Topics 2021	3-3 Management of material topics	130–133
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	130–133
GRI 308 Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	130–133
	308-2 Negative environmental impacts in the supply chain and actions taken	130–133
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	130–133
	414-2 Negative social impacts in the supply chain and actions taken	130–133

GRI Standard / Other use	Disclosure	Page / Direct Response
Water Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	88–93
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	88–91
	303-2 Management of water discharge related impacts	88–91
	303-3 Water withdrawal	90–91
	303-4 Water discharge	90–91
	303-5 Water consumption	92–93
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	98–103
GRI 101: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	98–103
	304-2 Significant impacts of activities, products and services on biodiversity	98–103
	304-3 Habitats protected or restored	98–103
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	98–103
	101-2 Management of biodiversity impacts	98–103
	101- 4 Identification of biodiversity impacts	98–103
	101-8 Ecosystem services	98–103

GLOSSARY

Abbreviation	Full Name
4R	Reduce, Reuse, Recycle, Recovery
A&C	Assurance and Compliance
ABS	Access and Benefit Sharing
ADIPEC	Abu Dhabi International Petroleum Exhibition and Conference
ADNOC	Abu Dhabi National Oil Company
AED	Arab Emirates Dirham
AI	Artificial Intelligence
AMOCO	American Oil Company
API	American Petroleum Institute
AUS	American University of Sharjah
B12	Vitamin B12
BGC	Business Growth Committee
BMI	Body Mass Index
BP	British Petroleum
CC&S	Carbon Capture and Storage
CEO	Chief Executive Officer
CH_4	Methane
CIPS	Chartered Institute of Procurement & Supply
CO	Carbon Monoxide
CO_2	Carbon Dioxide
COSHH	Control of Substances Hazardous to Health
COW	Control of Work
CSR	Corporate Social Responsibility
DSM	Demand Side Management
E&P	Exploration and Production
EDF	Électricité de France
EIA	Environmental Impact Assessment
EMS	Environmental Management System
ENVID	Environmental Impact Identification
EPAA	Environment and Protected Areas Authority
EPC	Engineering, Procurement and Construction
EPI	Environmental Performance Indicator
ERP	Enterprise Resource Planning
ESG	Environmental, Social and Governance
EV	Electric Vehicle
GBF	Global Biodiversity Framework
GHG	Greenhouse Gas
GHSER	General Health, Safety and Environmental Rules
GRI	Global Reporting Initiative
H2S	Hydrogen Sulfide
HAZOP	Hazard and Operability Study
HR	Human Resources
HRMS	Human Resources Management System
HSE	Health, Safety and Environment
HSEIA	Health, Safety and Environmental Impact Assessment
HSSE	Health, Safety, Security and Environment
IAS	Invasive Alien Species
ICT	Intelligent Information and Communication Technology
ICV	In-country value
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
IO	Incident Observation
IOCs	International Oil Companies
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organization for Standardization
JV	Joint Venture
KPI	Key Performance Indicator

Abbreviation	Full Name
KRI	Key Risk Indicator
LEL	Lower Explosive Limit
LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas
MBOE	Thousand Barrels of Oil Equivalent
MEGC	Middle East Gas Conference
MMscfd	Million Standard Cubic Feet per Day
MOI	Ministry of Interior
MoU	Memorandum of Understanding
MW	Megawatt
MWp	Megawattpeak
NDP	National Development Program
NCEMA	National Emergency Crisis and Disasters Management
NGOs	Non-governmental organization
NOCs	National Oil Companies
NORM	Naturally Occurring Radioactive Materials
NOx	Nitrogen Oxides
OGDC	Oil and Gas Decarbonization Charter
OHID	Occupational Health Identification System
OHS	Occupational Health and Safety
PDP	Personalized Development Plan
PEMS	Predictive Emission Monitoring System
PM	Particulate Matter
PPE	Personal Protective Equipment
PSBD	Private Security Business Department
PSCM	Procurement and Supply Chain Management
PTW	Permit to Work
PV	Photovoltaic
RATA	Relative Accuracy Test Audit

Abbreviation	Full Name
RISE	Realize – Implement – Sustain – Evolve
SANA	SNOC Solar Power Plant
SAP	Systems, Applications and Products (Enterprise Software)
SDG	Sustainable Development Goal
SDGs	Sustainable Development Goals
SEWA	Sharjah Electricity, Water and Gas Authority
SHALCO	Sharjah Liquefied Petroleum Gas Company
SNOC	Sharjah National Oil Corporation
SO_2	Sulfur Dioxide
SOx	Sulfur Oxides
UAE	United Arab Emirates
UAEU	United Arab Emirates University
UNCAC	United Nations Convention Against Corruption
UNGC	United Nations Global Compact
UoS	University of Sharjah
VOC	Volatile Organic Compounds
WETEX	Water, Energy, Technology and Environment Exhibition

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