



# Delivering Sustainable Growth

Dana Gas PJSC  
Sustainability Report 2025



دانة غاز  
DANA GAS

# About this Report

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This tenth annual sustainability report for Dana Gas provides the company's stakeholders with a transparent view of our environmental, social, and governance (ESG) performance, initiatives, and accomplishments for 2025.

It also shares insight into our future objectives, commitments, and strategies for advancing sustainability performance across the company. This report is available for download at [www.danagas.com](http://www.danagas.com).

### Reporting Period

This report covers our ESG performance and activities from 1 January 2025 to 31 December 2025 unless otherwise stated.

### Report Scope and Boundary

This report and the data included are intended to help stakeholders understand our sustainability performance. Dana Gas remains committed to expanding the scope and quality of its sustainability data collection and disclosures in the coming years. The scope and boundary for the topic-specific standards, management approach, initiatives, and plans included in this 2025 report encompass all Dana Gas operations and joint ventures in which the Company has an interest. Unless otherwise stated, data for the United Arab Emirates (UAE) and Egypt is reported based on a 100% equity share. For the Kurdistan Region of Iraq (KRI), operational data is generally presented on a 100% basis, with equity-attributable figures (35%) clearly indicated where applicable.

### Materiality

The content of this report has been determined based on a materiality assessment that helps us define the ESG topics and issues most relevant to our stakeholders and to Dana Gas. Refreshed in 2024, this assessment considers how Dana Gas creates value for stakeholders, along with their priorities, needs, and perspectives, as well as our environmental and social impacts. Further details on our materiality process can be found in the Approach to Sustainability section of this report.

### Reporting Guidelines

To determine our Key Performance Indicators (KPIs) and the disclosures included in this report, we referenced the Global Reporting Initiative (GRI) standards (2021), the World Economic Forum's Stakeholder Capitalism Metrics (WEF), the ESG disclosures required by the Abu Dhabi Securities Exchange (ADX), and the United Nations Sustainable Development Goals (UN SDGs).

### Forward-Looking Statements

This report contains forward-looking statements that illustrate our current expectations, intentions, and forecasts of future events. These statements are subject to known and unknown risks and uncertainties, and as such stakeholders should not rely on these as a prediction of actual results or place undue reliance on them.

### Feedback

Dana Gas welcomes feedback on this report. To share questions, comments, or suggestions, please email us at [mail@danagas.com](mailto:mail@danagas.com) or visit [www.danagas.com](http://www.danagas.com) to locate regional contact information.



# CEO's Message

**Delivering measurable sustainability impact across our operation.**

**Dana Gas delivered a resilient operational performance in 2025, maintaining stability across our core assets in the UAE, Egypt, and the Kurdistan Region of Iraq.**

**Richard Hall**  
Chief Executive Officer



This consistency underpins our ability to generate sustainable returns and support the economies in which we operate.

During the year, our activities generated \$348 million in direct economic value, alongside \$3.4 million invested in local communities, reflecting our longstanding, practical approach to creating value at both a national and local level.

Natural gas remains central to energy systems across our markets, providing a reliable and lower-carbon alternative for power generation. Our operations and partnerships continue to support energy security while contributing to a gradual reduction in emissions intensity, particularly in fast-growing economies where demand for electricity remains high.

The commissioning of the KM250 project marked a key step in expanding production capacity. Although emissions in 2025 rose due to the launch and commissioning of this project, the long-term growth potential outweighs this, and we continue to focus on improving operational efficiency, minimising flaring, and managing methane emissions as part of our comprehensive climate strategy.

Safety remains our highest priority. In 2025, we maintained strong safety performance, including zero fatalities and further reductions in incident rates, reflecting a disciplined and embedded safety culture across our operations.

Our people are central to our performance, and we continue to invest in workforce development and support nationalisation, with local nationals representing 60% of our workforce. We also upheld our commitment to strong governance and ethical conduct, with zero reported incidents of corruption.

Looking ahead, we remain focused on delivering long-term value while adapting to a changing energy landscape. Guided by our sustainability framework, we will continue to balance economic performance with environmental stewardship and social responsibility.

I would like to thank our employees, partners, and stakeholders for their continued trust and support.



# About Dana Gas

## Dana Gas is the Middle East's first and largest private sector natural gas company.

With operations in Egypt, the Kurdistan Region of Iraq (KRI), and the United Arab Emirates (UAE), the company focuses on exploring, producing, and marketing natural gas and oil.

Publicly listed on the Abu Dhabi Securities Exchange (ADX), Dana Gas is strategically positioned at the forefront of the region's growing natural gas sector. We are committed to strengthening our position as a leading private sector energy company across the Middle East, North Africa, and South Asia (MENASA) region.

Dana Gas continues to maintain a strong and resilient asset base, supporting reliable and efficient operations across its portfolio.

Our relationships with international and regional energy companies and governments enable Dana Gas to actively pursue growth prospects and secure competitive advantage by capitalising on expertise, technology, and investment opportunities through joint ventures and partnerships. Alongside our commitment to continuously improving our technical and commercial acumen and to safe, efficient development and operations, this approach ensures Dana Gas is positioned to expand our market presence, optimise production, and maximise resource recovery.

### Our Vision

To be the leading private sector natural gas company in the Middle East, North Africa and South Asia region (MENASA), delivering sustainable value to our stakeholders.

### Our Values

- We set and apply the highest standards of conduct and accountability
- We respect and value everyone and embrace diversity
- We aim to provide a safe, healthy, secure and environmentally friendly workplace for our employees and business partners and to minimise any adverse effects of our operations on communities and the environment

### Our Strategy

- Focus on sustainable growth through high return projects in the MENASA region across the natural gas value chain
- Leverage strategic relationships to maintain competitive advantage
- Continuously enhance our technical and commercial skills to develop and operate assets safely and efficiently

# 2025 Financial Highlights

Production (Kboepd)

**53.5** Kboepd

2P Reserves

**1,107** MMboe

EBITDA

**\$215** million

Gross Revenue

**\$348** million

Net Profit

**\$130** million

Collections

**\$303** million

Cash Balance

**\$215** million

Social Investment Projects Valued at

**\$3.4** million

## At a Glance

Market Cap

**\$1,641** million

Average Daily Gas Production

**239** mmscf

Average Daily Condensate Production

**6,409** bbl

Average Daily Production of LPG

**472** MTD

**80** Full time employees

across UAE, Egypt and KRI, Female Employees representation at 24%

Nationalities

**13**

among full time employees

Over **\$3.4** million

invested in community initiatives



# Approach to Sustainability

## Overview

Dana Gas views sustainability as a strategic imperative that drives our response to evolving industry conditions, market demands, the socio-economic landscapes of the countries in which we operate.

Since 2016, we have focused on an impact-driven, ESG-centric business strategy that integrates the principles of environmental stewardship, social responsibility, and good governance across the Group. As part of this approach, we also strive to maintain high standards of health and safety, foster a safe, healthy, and secure work environment, and to minimise any adverse effects of our activities on our communities and the environment while generating long-term growth and value for our stakeholders.



## 2025 Sustainability Performance Highlights



## Approach to Sustainability continued

### Stakeholder Engagement

The priorities, concerns, and needs of our stakeholders play a critical role in shaping our business strategy and sustainability performance. We actively seek opportunities to engage with our stakeholders through a range of structured and ongoing communication channels.

We define our stakeholders as the individuals, organisations, entities, and communities that are directly or indirectly affected by our operations. These include our employees, investors and shareholders, local communities, environmental authorities, contractors and suppliers, customers, regulatory bodies, business partners, and industry and trade associations. Given this broad range, we prioritise engagement with groups that have the greatest potential to influence, or be impacted by, our operations.

To ensure all materially relevant strategic decisions and developments are effectively communicated to key stakeholder groups, Dana Gas is committed to consistently disclosing our ESG performance through regular reporting and a variety of engagement opportunities, including but not limited to investor briefings, in-person meetings, surveys, conferences, and other interactions.

At the Group level, we participate in leading regional and international platforms with sustainability and governance mandates, including the World Economic Forum (WEF), International Oil & Gas Producers Association (IOGP), and the Pearl Initiative. These engagements, alongside direct stakeholder feedback, enable us to remain responsive to emerging ESG trends, strengthen collaboration, and continuously refine our sustainability strategy.

### Materiality Assessment

We conducted a comprehensive materiality assessment in 2022 to identify and prioritise the environmental, social, and governance (ESG) topics most materially important to our business. This targeted review of the Dana Gas operating context and the needs and interests of our stakeholders helped us prioritise the ESG topics that are most materially impactful for our company.

To ensure our sustainability strategy and framework continue to reflect the most current ESG issues, trends and stakeholder priorities, we refreshed our materiality assessment in 2024. In 2025, we continued to apply the outcomes of this assessment, which incorporated stakeholder feedback, benchmarking against peer companies in the oil and gas sector, and alignment with recognised ESG frameworks and standards, including the World Economic Forum (WEF) Principles, IPIECA standards, Global Reporting Initiative (GRI) Standards, the ESG disclosure requirements of the Abu Dhabi Securities Exchange and the London Stock Exchange, and the 'We the UAE 2031' National Vision.

As part of the 2024 refresh, one new material topic, Risk Management, was introduced, and three topics were renamed to better reflect their scope: Water, Waste and Spills Management was revised to Effective Use of Resources; Procurement Practices to Responsible Supply Chain; and Sustainability Governance to Governance and Business Integrity. These material topics continue to guide our ESG strategy and disclosures in 2025.

### Sustainability Framework

Our Sustainability Framework galvanises our sustainability activities around our most materially important sustainability priorities, providing a structured approach for measuring ESG performance, facilitating internal governance, strengthening transparency and disclosure, and driving continuous improvement. The framework groups our material topics into three core pillars of action. In 2025, we continued to apply this framework to guide our ESG performance and reporting, with this report structured accordingly.

#### Dana Gas Sustainability Framework

##### Responsible Business Performance

- Climate Change, Energy, and GHG
- Effective Use of Resources
- Biodiversity
- Responsible Supply Chain
- Compliance with Regulations
- Ethics and Prevention of Corruption
- Governance and Business Integrity
- Risk Management

##### Safeguarding our Workforce and Assets

- Security Practices
- Asset Integrity
- Workforce Health and Safety
- Human Rights
- Workforce Management Practices
- Learning and Development
- Diversity and Equal Opportunities

##### Contributing to In-Country Value

- Local Community Development and Engagement
- Total Reserves
- In-Country Value Contribution
- Nationalisation
- Payments to Governments

### 2025 Material Topics

1. Climate Change, Energy, and GHG
2. Effective Use of Resources
3. Biodiversity
4. Responsible Supply Chain
5. Compliance with Regulations
6. Ethics and Prevention of Corruption
7. Governance and Business Integrity
8. Risk Management
9. Security Practices
10. Asset Integrity
11. Workforce Health and Safety
12. Human Rights
13. Workforce Management Practices
14. Learning and Development
15. Diversity and Equal Opportunities
16. Local Community Development and Engagement
17. Total Reserves
18. In-Country Value Contribution
19. Nationalisation
20. Payments to Governments



# Governance and Business Ethics

The Dana Gas Board of Directors is responsible for the oversight of our company's performance. The Board is supported by an International Advisory Board, Board-level Committees, and our Executive and Regional Management teams.

## Board of Directors

Comprised of 11 members including leading business experts from GCC countries with significant experience in the oil and gas industry, the Dana Gas Board of Directors (BOD) is elected every three years by the General Assembly. The current Board was elected on 26 April 2023, and several incumbent directors have been on the Board since the incorporation of the company in November 2005. Seven Board members are categorised as independent in accordance with the UAE's Securities and Commodities Authority (SCA) criteria, with independence reviewed annually.

The Board maintains a high level of engagement and oversight through regular meetings and active participation.

The Board is responsible for overseeing corporate performance, including sustainability, governance, and risk management. It meets regularly to review performance, define Group strategy, and assess risks and opportunities across the portfolio.

The roles of Chairman and CEO are separate. Board performance is evaluated annually through internal processes, with an external evaluation conducted every three years.

	2019	2020	2021	2022	2023	2024	2025
Total number of Board members	11	11	11	11	11	11	11
Total number of independent members	8	8	6	6	6	6	7
Total number of non-independent members	3	3	5	5	5	5	4
Total number of executive members	0	0	0	0	0	0	0
Total number of non-executive members	11	11	11	11	11	11	11

Scope: Dana Gas

## International Advisory Board (IAB)

Comprised of 10 members, the International Advisory Board (IAB) strategically advises the Dana Gas Board of Directors and management, helps to identify specific business opportunities and enables relationship-building worldwide.

## Board Committees

Four committees support the Board in the delivery of its responsibilities: the Audit and Compliance Committee (A&CC), Board Steering Committee (BSC), Reserves Sub-Committee, and the Corporate Governance Remuneration & Nominations Committee (CGRNC). The company's performance is assessed annually by the CGRNC, and this assessment forms the basis of performance-linked remuneration for company executives. In addition, the CGRNC holds responsibility for ensuring Dana Gas complies with all established corporate governance standards, assists the Board in appointing senior executives, appraising management performance, succession planning, and remuneration policies.

## Executive Management

The Executive Management team, guided by the Executive Committee, is responsible for strategic oversight and decision-making across the Company. This includes reviewing the Company's strategy and objectives, overseeing capital management, assessing risk, and setting corporate policies.

The Executive Committee also oversees the Dana Gas Sustainability Roadmap and ESG Framework, as well as the Health, Safety, Security, Environmental and Social Performance (HSSE & SP) policy and management framework, the Operating Risk Management System (ORMS), and the Enterprise Risk Management System.

The Committee uses the Corporate Scorecard, which integrates sustainability objectives, to set and monitor ESG-related targets and key performance indicators (KPIs) across Dana Gas and its joint ventures. Oversight of ESG performance against the scorecard is held by the CEO, and performance outcomes inform executive remuneration.

## Regional Management

Responsibility for regional level policy implementation and asset level performance is distributed across specific roles across Dana Gas and its joint ventures.



## Contributing to In-Country Value

We foster economic opportunities in the communities where we operate.

### Enhancing Local Communities

- Local Community Development & Engagement

### Investing in Society

- Economic Performance
- Total Reserves
- In-Country Value Contribution
- Nationalisation
- Payment to Governments



## Contributing to In-Country Value continued

Through strong stakeholder relationships and ongoing engagement, Dana Gas supports sustainable development across the regions in which we operate. We partner with NGOs, academic organisations, community groups, and local authorities in the UAE, Egypt, and the KRI to deliver social investment programmes broadly focused on community-specific needs and concerns such as job creation, local suppliers, and investment in local capacity-building.

### Enhancing Local Communities

Our social investment activities centre around four key impact areas:

- Supporting better quality education.
- Improving medical services and community healthcare.
- Assisting with infrastructure improvement, including roads, water supplies, and access to reliable sources of electricity.
- Enabling employment opportunities for local communities through the provision of small business grants and support for those negatively affected by conflict.

**In 2025, we directly invested \$ 3.4 million in empowering local communities across our region, with 97% of this directed in the KRI.**

As part of our commitment to fostering economic opportunities amongst local communities, we prioritise the use of local suppliers with a focus on small and medium-size enterprises where possible. We also prioritise the recruitment and retention of local employees at every level. To support both efforts, specific local procurement and nationalisation criteria are incorporated into our contractual agreements with our joint ventures.



### COMMUNITY INVESTMENTS

	2019	2020	2021	2022	2023	2024	2025
<b>Community investments: voluntary contributions and investment of funds in the broader community (includes donations) (\$ Millions)</b>	2.3	2.2	2.1	2.3	3.3	2.2	<b>3.4</b>
<b>Percentage of total spend by country</b>							
UAE	16%	1%	1%	1%	1%	1%	<b>1%</b>
KRI	60%	79%	92%	95%	96%	89%	<b>97%</b>
Egypt	24%	20%	7%	4%	3%	10%	<b>2%</b>
<b>Percentage of total spend by theme</b>							
Health & Welfare	1%	59%	6%	21%	6%	15%	<b>69%</b>
Education	18%	25%	8%	13%	9%	16%	<b>8%</b>
Energy & Infrastructure	68%	10%	84%	65%	84%	65%	<b>21%</b>
Other	10%	7%	2%	1%	1%	4%	<b>2%</b>

Scope: Dana Gas and Joint Ventures

### Education

Providing access to quality education remains a key priority across the communities in which we operate. Dana Gas continues to invest in targeted education initiatives that support long-term socio-economic development and improve access to learning opportunities.

In the Kurdistan Region of Iraq (KRI), our Pearl Petroleum joint venture delivers a wide range of education-focused programmes aimed at strengthening infrastructure, enhancing learning environments, and supporting student access. These include the **renovation of schools and technical institutes**, provision of **laboratory equipment and air conditioning systems**, and **construction of new educational facilities**. In addition, we support **student and teacher transportation programmes**, helping improve access to education in remote areas, and recognise academic excellence through initiatives such as **awarding laptops to high-performing and special needs students**.

We also contribute to higher education through investments in specialised learning facilities and long-term academic partnerships, including continued support for the Dana Gas Chair in Chemical Engineering at the American University of Sharjah.

Across the United Arab Emirates (UAE), our initiatives include programmes such as supporting access to education for orphans, while in Egypt, we contribute to skills development and community advancement through partnerships with sector organisations and vocational-focused initiatives.

In 2025, education-related initiatives accounted for approximately 8% of total community investment, reflecting our continued commitment to advancing inclusive and equitable access to quality education.



## Contributing to In-Country Value continued

### Health and Welfare

Improving access to healthcare and supporting community well-being remain key priorities across the regions in which we operate. Dana Gas continues to invest in targeted health and welfare initiatives that enhance access to essential medical services, strengthen healthcare infrastructure, and address critical community needs.

In the Kurdistan Region of Iraq (KRI), our Pearl Petroleum joint venture delivers a wide range of programmes aimed at improving healthcare access and quality. These include the **provision of critical medical equipment**, such as haemodialysis machines and a reverse osmosis system for treatment centres, as well as the **installation of reliable power connections** to ensure uninterrupted healthcare services. We have also supported the **renovation of emergency care facilities**, enhancing the capacity of local health centres to deliver 24-hour services.

In addition, we support community health through **awareness campaigns**, including breast cancer early detection initiatives, and by **sponsoring essential healthcare personnel**, such as ambulance drivers, to improve emergency response capabilities. Our programmes also extend to vulnerable groups through the provision of **assistive devices, care packages, and essential supplies** to individuals with special needs and residents of orphanages and care centres.

In Egypt, our initiatives focus on supporting underserved communities through partnerships that deliver welfare support, access to basic services, and community health assistance programmes.

In 2025, health and welfare initiatives accounted for approximately 69% of total community investment, reflecting our strong commitment to advancing community health outcomes and improving quality of life.

### Energy, Water and Infrastructure

Access to reliable energy, water, and infrastructure is essential for enabling social and economic development, including improvements in healthcare, education, and overall community well-being. Dana Gas continues to invest in targeted initiatives that enhance access to these essential services, particularly in communities where infrastructure remains limited.

In the Kurdistan Region of Iraq (KRI), our Pearl Petroleum joint venture plays a critical role in supporting access to electricity and essential services through a range of infrastructure-focused programmes. These include the provision of fuel to power generators across multiple villages, ensuring consistent electricity supply, as well as the operation and maintenance support of local substations to improve service reliability. We also support local authorities by providing fuel for public services and emergency infrastructure, strengthening community resilience.

Our water-related initiatives focus on improving access to safe and reliable water sources. These include the rehabilitation of water pipelines and wells, installation of new water distribution networks, and provision of equipment such as pumps, valves, and water system components. In addition, we support large-scale water distribution programmes, ensuring access to potable water for communities during periods of supply disruption.

We also contribute to broader infrastructure development through projects such as road repairs, sewerage network construction, and emergency response support, helping to improve living conditions and enable safer, more resilient communities.

In 2025, energy, water, and infrastructure initiatives accounted for approximately 21% of total community investment, reflecting our continued commitment to supporting essential services and sustainable development.

### Employment and Income Generation

In 2025, Dana Gas continued to support income generation and social development initiatives across the communities in which we operate. These efforts include **small-scale income-generating projects and entrepreneurship support**, particularly for underprivileged individuals, helping to enhance livelihoods and promote economic resilience.

### Investing in Society

In-Country Value (ICV) represents the economic value retained within the countries in which we operate, supporting business development, enhancing human capital, and stimulating local productivity. Dana Gas contributes to In-Country Value through a strong focus on prioritising local suppliers, investment in local workforce development and capacity-building, and supporting small and medium-sized enterprises.

	2019	2020	2021	2022	2023	2024	2025
<b>Total procurement spending (\$million)</b>	155	77	128	234	251	237	<b>255</b>
UAE	6	4	3	12	3	4	<b>4</b>
KRI (100%)	55	41	87	202	222	214	<b>218</b>
Egypt	94	32	38	20	26	19	<b>33</b>

Scope: Dana Gas and Joint Ventures

### Prioritising Local Suppliers

Dana Gas recognises the power of procurement to fuel job creation and the development of a skilled workforce, and we have made prioritising local suppliers a fundamental part of our procurement strategy, with an emphasis on supporting small- and medium-sized enterprises and integrating local sourcing criteria into contractual agreements.

**In 2025, total procurement spending reached \$255 million, with 58% directed towards local suppliers.**

	2019	2020	2021	2022	2023	2024	2025
<b>Total procurement spending on local suppliers (\$million)</b>	107	49	107	93	114	105	<b>147</b>
UAE	5	3	3	11	2	3	<b>4</b>
KRI (100%)	23	17	68	64	89	86	<b>118</b>
Egypt	79	29	36	18	23	16	<b>25</b>

	2019	2020	2021	2022	2023	2024	2025
<b>Total number of local suppliers engaged</b>	697	820	931	876	991	859	<b>868</b>
UAE	94	70	96	105	60	85	<b>78</b>
KRI (100%)	253	364	409	322	371	360	<b>405</b>
Egypt	350	386	426	449	560	414	<b>385</b>

Scope: Dana Gas and Joint Ventures

Our ventures in the KRI and Egypt continue to prioritise the use of local contractors and suppliers as part of our broader commitment to in-country value, supporting workforce development, capacity-building, and sustainable economic growth in the communities where we operate.

**We engaged a total of 868 local suppliers across the Dana Gas portfolio in 2025.**



## Contributing to In-Country Value continued

### Nationalisation

Dana Gas supports the nationalisation objectives of the countries in which we operate, and we actively prioritise the recruitment, support, and retention of national employees across the Group, with a focus on hiring from within our local communities whenever possible. Given the specialised technical skills and qualifications required for many of our operational roles, recruitment may at times extend beyond local markets. To further our nationalisation objectives, we also promote local procurement and sourcing practices by integrating country-specific requirements into our contractual agreements, with a focus on supporting small- and medium-sized enterprises.

**Our joint ventures also maintain a strong focus on local employment, with a high proportion of national workforce representation across operations.**

In 2025, local nationals constituted 60% of our full-time workforce, reflecting our continued commitment to developing local talent and supporting national workforce participation across our operations. We continue to invest in training and development initiatives to build skills and enhance the capabilities of local employees.

### NATIONALISATION

	2019	2020	2021	2022	2023	2024	2025
Full-time positions held by local nationals (#)	97	91	61	55	52	51	<b>50</b>
Percentage of local nationals amongst full-time employees (%)	69%	73%	64%	61%	61%	61%	<b>60%</b>

Scope: Dana Gas only



### Enabling Economic Growth

Dana Gas contributes to the sustainable development and economic growth of the regions in which we operate by generating long-term value for our shareholders and host economies. Through robust governance, prudent capital expenditure management, and a focus on operational efficiency, the Company continues to deliver value across its operations.

In 2025, Dana Gas generated direct economic value of approximately USD 348 million, with USD 289 million distributed across stakeholders, including employees, governments, and suppliers, and USD 59 million retained. This reflects the Company's continued economic contribution across its operating regions, particularly in the KRI and Egypt.

### Economic Performance

Dana Gas remains focused on maximizing the value of its existing assets while selectively pursuing growth opportunities across its operations. A disciplined approach to capital management supports the Company's ability to navigate market conditions while maintaining a strong financial position.

In 2025, the total economic value distributed amounted to approximately USD 289 million, compared to USD 213 million in 2024, reflecting distributions across key stakeholder groups, including employees, governments, and providers of capital.

Total economic value retained in 2025 was approximately USD 59 million, supporting the Company's ability to reinvest in its operations and future growth opportunities.

Egypt and the KRI continued to be key recipients of Dana Gas's economic value distribution, receiving USD 88 million and USD 83 million respectively, reflecting the Company's continued contribution to local economies.

### Total Reserves

Dana Gas continues to manage its upstream asset portfolio with a focus on long-term value creation and resource optimisation. The Company maintains a disciplined approach to reserves management, aligned with its strategy to sustain production and support future growth.

The reserves of the Khor Mor and Chemchemal fields were independently audited by Gaffney Cline Associates (GCA) in May 2019. The audit confirmed Dana Gas' net 2P reserves at 4.4 Tscf of gas, 136 million barrels of condensate, and 13.3 million tonnes of LPG, positioning the fields among the largest gas accumulations in Iraq and reinforcing their status as world-class assets.

In Egypt, based on the independent reserves audit report, the DGE 2P reserves as of 31 December 2025 stood at 19.6MMboe, compared to 22.1 MMboe at year end 2024. The reduction is attributable to the 2025 production of 4.6 MMboe, partially compensated by the higher-than-expected positive results of the recently drilled wells and recompletions campaign, which resulted in a positive reserves replacement ratio (RRR) of 46%, for the 2P case.



## Contributing to In-Country Value continued

### Payments to Governments

In 2025, Dana Gas paid a total of USD 67 million in taxes to the Egyptian government, consistent with its 100% tax obligation in the country. This continued fiscal contribution supports critical public services and infrastructure development in Egypt. No payments to governments were recorded for the United Arab Emirates (UAE) or the Kurdistan Region of Iraq (KRI), reflecting the fiscal frameworks in these jurisdictions.

#### ECONOMIC IMPACT

	2019	2020	2021	2022	2023	2024	2025
<b>Total direct economic value generated (\$ Millions)</b>							
UAE	11	4	4	4	4	4	<b>4</b>
KRI (35%)	153	118	187	255	218	225	<b>217</b>
Egypt	295	227	261	270	201	216	<b>127</b>
	2019	2020	2021	2022	2023	2024	2025
<b>Total economic value distributed by country (\$ Millions)</b>							
UAE	141	127	182	182	102	17	<b>118</b>
KRI (35%)	21	25	34	41	50	55	<b>83</b>
Egypt	226	167	201	216	152	141	<b>88</b>
	2019	2020	2021	2022	2023	2024	2025
<b>Direct economic value distributed by destination (\$ Millions)</b>							
Operating expenses	37	33	35	30	32	31	<b>42</b>
Employee wages and benefits	42	38	45	45	39	40	<b>44</b>
Payments to providers of capital	121	120	183	185	108	21	<b>136</b>
	2019	2020	2021	2022	2023	2024	2025
<b>Payments to governments (total)</b>							
UAE	1	0	0	0	0	0	<b>0</b>
KRI (35%)	0	0	0	0	0	0	<b>0</b>
Egypt	187	128	156	178	125	121	<b>67</b>
	2019	2020	2021	2022	2023	2024	2025
<b>Total economic value retained (\$ Millions)</b>							
	70	30	35	90	119	232	<b>59</b>

Scope: Dana Gas equity share

### Ethical Business Practices

Dana Gas prioritises ethical and responsible conduct across all our business activities and decision-making processes. Strict adherence to robust corporate governance standards and practices is the bedrock of this commitment, along with a zero-tolerance policy towards bribery, corruption, money laundering and any unethical practices of any kind.

Knowing rigorous governance is essential for ensuring full regulatory compliance and effective risk management, we underwent a third-party assessment by the International Finance Corporation in 2006, using insights from this review to strengthen our governance framework and standards. Since then, we have regularly benchmarked our governance against local, industry, and global standards through external audits and independent reviews.

The Company periodically reviews its Articles of Association, internal policies, and governance framework to ensure alignment with evolving regulatory requirements and best practices. All procedures within the Articles of Association and the Code of Conduct are regularly updated to reflect these changes.

*In line with its commitment to transparency and accountability, Dana Gas issues an annual statement of Board ownership and transactions. The most recent statement is available in the Corporate Governance Report section of the Dana Gas PJSC Integrated Report 2025.*

### Ethics and Corruption Prevention

Dana Gas maintains a clear zero-tolerance policy towards bribery, corruption, money laundering and unethical behaviour of any kind. Robust Anti-Bribery and Corruption and Anti-Money Laundering policies are embedded within the Company's corporate Code of Conduct.

**All Dana Gas employees are required to comply with the Code and must complete mandatory annual training on anti-bribery and corruption and anti-money laundering, including training on guidelines for acceptable conduct and ethical behaviour.**

In addition to our corporate policies and Code of Conduct, key elements of our anti-bribery and corruption policies and regulatory compliance requirements are also embedded into local venture policies and procedures in alignment with local conditions and according to the requirements set by governing bodies in the locality, such as the Ministry of Natural Resources in the KRI, which imposes specific supply chain criteria for KRI-based companies.

**In 2025 there were no penalties or reported instances of corruption.**

All employees and suppliers are encouraged to report any instances or suspected instances of corruption, bribery, or other ethical violations via our whistleblowing mechanism. Each report is reviewed and addressed by our Business Ethics Committee. *More information regarding our whistleblowing and grievance reporting mechanism can be found in the Safeguarding Our Workforce and Assets section of this report.*



## Contributing to In-Country Value continued

### Regulatory Compliance

Our governance standards and policies are designed to enable our full compliance with all applicable laws, rules, and regulations in the regions where Dana Gas operates. Regular internal and third-party regulatory reviews further ensure our continuous compliance. To uphold our ISO certifications, we also maintain updated registers of all environmental and safety regulations and undergo audits conducted by ISO certifiers.

**There were zero complaints, issues, fines, or penalties related to environmental non-compliance in 2025.**

Environmental and safety compliance reports are also regularly submitted by Dana Gas ventures to the regulatory authorities in the KRI and Egypt, and these authorities periodically conduct regulatory visits and inspections. As part of our loan agreement with the DFC for the KM250 project, Pearl Petroleum also provides monitoring reports on the status of environmentally sensitive areas, impact assessments, and Environmental and Social action plans.

### Supply Chain Management

Dana Gas requires all suppliers to comply with its corporate policies, including the Code of Conduct, Anti-Bribery and Corruption, and Anti-Money Laundering requirements. As part of the onboarding process, suppliers are also subject to Know-Your-Customer (KYC) due diligence checks.

In addition to our corporate policies and Code of Conduct, key elements of our anti-bribery and corruption policies and regulatory compliance requirements are further embedded into local venture policies and procedures in alignment with local conditions and according to the requirements set by governing bodies in the locality, such as the Ministry of Natural Resources in the KRI, which imposes specific supply chain criteria for KRI-based companies.

### Risk Management

Dana Gas's approach to climate-related risk is informed by a range of core climate-related risk assessments, including a Strategic Climate Risk Scenario Analysis conducted in accordance with TCFD recommendations to assess portfolio resilience under a low carbon future. This includes the evaluation of transition risks using International Energy Agency scenarios, as well as Physical Risk Screenings of assets in Egypt and the KRI to assess exposure to climate-

related hazards such as extreme heat or flooding. Guided by insights from these assessments and our Energy Transition Strategy and Climate Action Plan, we are continuously working to deepen the integration of climate-related risk considerations into our business planning and investment decisions.

To manage risk across the Group, we maintain a robust Enterprise Risk Management (ERM) framework in place encompassing strategic, operational, project, financial, compliance and HSSE risks. The framework incorporates both bottom-up escalations from country-level functions and top-down engagement oversight from the Executive Committee and the Board.

Principal risks facing Dana Gas are assessed by the Executive Committee on a semi-annual basis, with key strategic risks and opportunities are reviewed quarterly by the Board and the Audit & Compliance Committee (A&CC). Risk management and assurance and performance management, incentivized by KPIs on our Group scorecard, drive active management of opportunities, risks, and stakeholder concerns.

Our ERM framework, including our risk appetite statement and risk management procedures, are regularly viewed and updated to reflect best-in-industry practices, and further high-level reviews are carried out to integrate the latest World Economic Forum regional and industry-specific risk mapping approaches.

In addition to high-level global climate risk, Dana Gas businesses in the MENASA region are exposed to numerous risks and uncertainties which could have a material effect on the Group's strategy, business performance, or reputation either individually or collectively. Our risk profile also includes regional recent events such as intergovernmental conflict or trade wars, and country and project-level risks including operational, technical, and HSSE risks.

Dana Gas maintains a robust three-tiered Crisis Management System, aligned with the Incident Command System (ICS) model, to ensure a structured and effective response to a wide range of emergency scenarios. Throughout the year, comprehensive emergency exercises were conducted to test and strengthen preparedness across, with active engagement from all tiers of the ICS response structure.

Each drill was followed by a structured review process, with lessons learned captured and corrective measures implemented to continuously enhance response capabilities. In parallel, routine informal site drills were carried out across specialized teams—ensuring ongoing readiness and reinforcing a culture of safety throughout the organization.

	2019	2020	2021	2022	2023	2024	2025
<b>Total exposure hours</b>	6,936,230	5,900,979	8,669,886	9,609,225	14,940,186	11,083,784	<b>12,555,386</b>
UAE	323,133	133,084	93,719	136,159	90,666	98,188	<b>97,557</b>
KRI	3,662,970	1,754,131	4,326,734	5,686,401	11,081,303	7,345,071	<b>8,536,338</b>
Egypt	2,950,127	4,013,764	4,249,433	3,786,665	3,768,217	3,640,525	<b>3,921,491</b>

	2019	2020	2021	2022	2023	2024	2025
Fatalities	0	0	0	0	0	4	<b>0</b>
Recordable injury cases	7	0	5	15	25	18	<b>14</b>
Total recordable injury rate frequency (TRIR)	1.01	0	0.58	1.56	1.67	1.62	<b>1.09</b>
Lost-time injury cases	2	0	2	3	1	1	<b>0</b>
Total lost-time injury frequency (LTIF)	0.29	0	0.23	0.31	0.07	0.09	<b>0</b>
High potential incidents (HIPO)	1	3	3	8	14	3	<b>3</b>
Serious motor vehicle accidents	4	0	0	0	0	1	<b>0</b>
Kilometers driven (million)	6.5	4.6	4.2	5.8	16.4	9.1	<b>12.6</b>
Number of safety observations	45,454	12,805	16,294	30,487	34,648	13,656	<b>21,775</b>
Observations actions close-out	95%	98%	97%	99%	99%	98%	<b>95%</b>

Scope: Dana Gas equity share

	2019	2020	2021	2022	2023	2024	2025
<b>Process Safety Events (PSE)</b>							
<b>Total Tier 1 &amp; 2 PSEs</b>	–	19	10	7	5	1	<b>3</b>
<b>Total Tier 1 PSEs</b>	–	3	1	1	2	0	<b>1</b>
KRI	–	2	1	0	2	0	<b>1</b>
Egypt	–	1	0	1	0	0	<b>0</b>
<b>Total Tier 2 PSEs</b>	–	16	9	6	3	1	<b>2</b>
KRI	–	6	2	3	1	1	<b>1</b>
Egypt	–	10	7	3	2	0	<b>1</b>

Scope: Dana Gas equity share

	2019	2020	2021	2022	2023	2024	2025
<b>Security Incidents</b>	8	3	13	12	11	4	<b>1</b>
KRI	8	2	12	12	9	4	<b>1</b>
Egypt	0	1	1	0	2	0	<b>0</b>

Scope: Dana Gas equity share

	2019	2020	2021	2022	2023	2024	2025
<b>Community Incidents</b>	–	22	32	12	24	9	<b>8</b>
KRI	–	22	32	12	24	9	<b>8</b>
Egypt	–	0	0	0	0	0	<b>0</b>

Scope: Dana Gas equity share

# Performing Responsibly

We are committed to our role in the low-carbon energy transition, striving to be the leading private sector natural gas company in the MENASA region.

### Material Topics in this section

- Climate Change, Energy, and GHG
- Effective Use of Resources (Water & Waste)
- Biodiversity



## SUSTAINABLE DEVELOPMENT GOALS



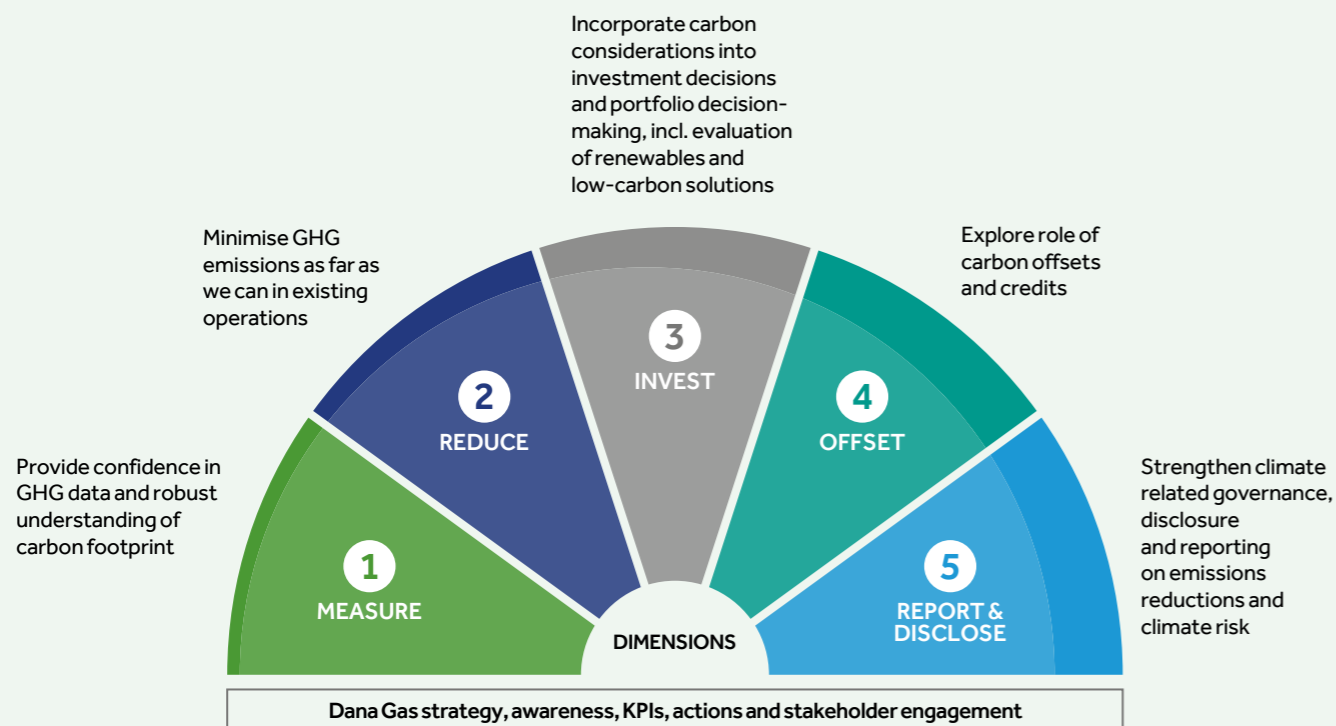
## Performing Responsibly continued

Dana Gas firmly believes that gas production and sustainability are not mutually exclusive. By replacing coal and liquid fuels in the energy mix with clean burning natural gas, particularly in developing regions, gas has a crucial role to play in enabling the low carbon transition. As such, we are committed to advancing this transition for the MENASA region and beyond with full support for the UAE's Net Zero 2050 aspiration, and the goals of the Paris Agreement to limit global temperature rise.

To enable our contributions towards these ambitions and help strengthen the climate resilience of the region, we focus on managing our environmental impact through the adoption of sustainable and efficient practices underpinned by a commitment to strong environmental stewardship, including the conservation of biodiversity and the minimization of our impacts through ongoing measures to drive reductions in waste, emissions, and discharges.

Our **Energy Transition Strategy and Climate Action Plan** guide these efforts, supporting sustainable growth across the natural gas value chain.

### Energy Transition Strategy and Climate Action Plan



### Our Energy Strategy: Harnessing Natural Gas for Cleaner Electricity

By supplying cleaner burning natural gas for electricity generation in markets such as Egypt and the Kurdistan Region of Iraq (KRI), we are enabling access to affordable electricity for millions of people and simultaneously reducing GHG emissions by eliminating the need to use carbon-emitting fossil fuel alternatives.

In 2025, Our Pearl Petroleum venture continued to play a central role in supporting electricity generation in the KRI, supplying approximately 70% of the region's power needs during the year. Since inception, the replacement of diesel with locally produced natural gas has avoided approximately 63 million tonnes of CO<sub>2</sub> emissions equivalent to removing around 15 million gasoline-powered passenger vehicles from

the road for one year while generating an estimated US\$38.3 billion in fuel cost savings for the KRI Government, including approximately US\$3 billion in 2025. Pearl's operations also continue to support economic development in the KRI, contributing to an estimated 4,800 full-time equivalent jobs across direct, indirect and induced employment.

Through a similar project in Egypt, gas supplied by Dana Gas/WASCO ventures and other producers helps account for approximately 70% of the energy used for electricity generation, enabling the avoidance of carbon-emitting heavy oil (mazout) and reducing reliance on expensive imports of Liquefied Natural Gas (LNG) for the same purpose. As a result of these collective efforts, an estimated 25 million tonnes of CO<sub>2</sub> emissions have been avoided, and more than 750 permanent jobs have been created by Dana Gas and joint ventures in the Nile Delta region.



## Performing Responsibly continued

### Emissions Management

We are continuously working to reduce the carbon intensity of our portfolio through the application of best practices across its operations and joint ventures, the implementation of emissions reduction initiatives, and participation in industry collaborations. The Company also supports international efforts to enhance transparency and disclosure on climate-related matters, aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the International Sustainability Standards Board (ISSB).

The Company continues to enhance its understanding of its emissions profile and the implications of Net Zero, while taking action to manage emissions through initiatives focused on reducing methane emissions and flaring. This resulted in Scope 1 and 2 GHG emissions, from our existing operated assets, decreasing by over 45% from 2019 to 2025. Overall emissions did increase in 2025, primarily due to the commissioning, start-up and operational phases of the new KM250 Gas Plant facility in KRI, and optimisation of the gas plant continues, along with a plan for reduction of emissions in 2026.

**In 2025, Dana Gas voluntarily offset approximately 604,000 tonnes of CO<sub>2</sub>e emissions as part of its approach to managing its carbon footprint.**

	2019	2020	2021	2022	2023	2024	2025
<b>Total GHG emissions (tCO<sub>2</sub>e)</b>	461,603	411,326	369,097	340,036	315,377	273,268	<b>665,711</b>
<b>Direct GHG emissions (Scope 1) (tCO<sub>2</sub>e)</b>	456,233	405,957	364,775	335,452	311,058	270,014	<b>661,823</b>
UAE	5,888	–	997	732	627	618	<b>586</b>
KRI (ISP)	352,221	295,553	246,929	237,399	244,177	196,265	<b>193,468</b>
KRI (KM250) *	–	–	–	–	–	–	<b>407,724</b>
Egypt	98,124	110,404	116,849	97,321	66,254	73,131	<b>60,045</b>
<b>Indirect GHG emissions (Scope 2) (tCO<sub>2</sub>e)</b>	5,370	5,369	4,322	4,584	4,319	3,254	<b>3,888</b>
UAE	115	86	85	46	45	44	<b>82</b>
KRI	52	29	85	103	104	68	<b>78</b>
Egypt	5,203	5,254	4,152	4,435	4,170	3,142	<b>3,728</b>
<b>Carbon Intensity (kg CO<sub>2</sub>e per BOE)</b>	9.88	9.16	9.20	8.45	6.21	5.39	<b>13.03</b>
KRI*	10.72	8.04	7.01	6.65	5.87	4.41	<b>13.01</b>
Egypt	8.49	10.37	11.62	10.65	8.37	11.99	<b>13.27</b>

Scope: Dana Gas and Joint Ventures

Note: Data presented as 100% gross emissions given Dana Gas has operational control of both ventures in the KRI and Egypt. Equity share contributions of GHG emissions between Dana Gas and its JV Partners in these ventures is available on request.

\*KM250 Gas Plant emissions consist of commissioning from August to 14th October, production from 15th October onwards and ICS compressors.

### Methane Emissions Management

Dana Gas is a signatory to the Aiming for Zero Methane Emissions Initiative, led by the Oil and Gas Climate Initiative, which aims to eliminate methane emissions from operations by 2030 by treating methane with the same level of priority as safety.

To support this, Dana Gas has implemented a comprehensive Leak Detection and Repair (LDAR) programme across its facilities, enabling the systematic identification and remediation of methane leaks and contributing to ongoing emissions reduction efforts.

Over the last three years, we have focused on improving the accuracy and completeness of methane emissions data across our portfolio, enabling more effective identification and management of emission sources. In 2025, methane emissions increased primarily due to the commissioning, start-up, and early operational phases of the KM250 Gas Plant in the Kurdistan Region of Iraq (KRI). As operations stabilise, targeted mitigation measures are being implemented to reduce emissions intensity.

### Reducing Flares to Reduce Emissions

Dana Gas is committed to complying with the World Bank's zero-routine flaring policy, and we actively minimise any flaring necessary for safety or non-routine purposes. Our commitment to flare reduction has successfully yielded decreases in flaring and associated flaring emissions over the past few years, with the Khor Mor ISP Gas Plant flaring successfully reducing by over 40% in 2025.

**Existing operated assets continued to improve emissions efficiency in 2025, supported by ongoing flare reduction initiatives.**

Additional flaring volumes from the new Khor Mor (KM 250) Gas Plant did occur in 2025, during the commissioning, start-up and operational phases of the Project, and optimisation of the gas plant continues, along with a plan for reduction of flare volume in 2026.

	2019	2020	2021	2022	2023	2024	2025
<b>Total flared hydrocarbons (tonnes)</b>	20,892	20,932	15,735	11,158	20,354	7,198	<b>127,860</b>
KRI (ISP)	18,112	18,775	13,591	9,394	18,997	5,842	<b>2,888</b>
KRI (KM250) *	–	–	–	–	–	–	<b>123,641</b>
Egypt	2,780	2,157	2,144	1,764	1,357	1,356	<b>1,331</b>
<b>Methane emissions (tonnes)</b>	–	–	157	254	364	262	<b>1,378</b>
KRI (ISP)	–	–	58	176	292	105	<b>60</b>
KRI (KM250) *	–	–	–	–	–	–	<b>1,253</b>
Egypt	–	–	99	78	72	157	<b>65</b>

Scope: Dana Gas and Joint Ventures

Note: Data presented as 100% gross emissions given Dana Gas has operational control of both ventures in the KRI and Egypt. Equity share contributions of GHG emissions between Dana Gas and its JV Partners in these ventures is available on request.

\*KM250 Gas Plant flaring and methane emissions consists of commissioning from August to 14th October and production from 15th October onwards and ICS compressors.

## Performing Responsibly continued

### Managing Resources Responsibly

Our environmental stewardship extends far beyond carbon reduction to encompass responsible resource management, biodiversity conservation, and comprehensive governance of our operations in ways that reduce waste, emissions, and discharges, and maximise the positive impact of our activities on people and planet.

The Dana Gas Health, Safety, Security, Environmental, and Social Performance (HSSE & SP) policy guides our operational approach to managing our environmental impacts across the Group. The policy sets forth operational guidelines and requirements for all key elements of environmental performance including water, waste, discharges, and emissions, and is implemented via our Operating Risk Management System (ORMS) and our corporate Enterprise Risk Management (ERM) system. Each Dana Gas venture and operating asset then maintains a locally specific HSSE management system along with associated standards and procedures for enacting the policy.

All operating sites in Egypt (via our WASCO JV) are certified to ISO 45001 and ISO 14001. Pearl Petroleum in the KRI also has an HSE management system in place aligned with ISO standards and subject to lender due diligence to assure compliance with IFC Performance Standards.

All new projects across the Group undergo comprehensive pre-launch Environmental and Social Impact Assessments to ensure we have identified and understand the potential environmental or social impacts that may result from the project. These assessments include the development of an Environmental & Social Action Plan which sets forth steps for avoiding, monitoring and mitigating these impacts and assures lenders of full compliance with all project commitments.



### ENERGY CONSUMPTION

	2019	2020	2021	2022	2023	2024	2025
<b>Total energy consumption (GJ)</b>	4,340,213	4,725,754	4,092,236	5,042,258	4,189,407	4,167,359	<b>4,244,820</b>
<b>Energy consumption intensity (GJ/BOE produced)</b>	0.10	0.11	0.09	0.11	0.08	0.08	<b>0.08</b>

	2019	2020	2021	2022	2023	2024	2025
<b>Total direct energy consumption (GJ)</b>	4,300,133	4,686,518	4,052,674	5,005,915	4,153,989	4,140,401	<b>4,212,585</b>
UAE	94,610	16,176	13,449	9,909	8,462	8,134	<b>7,927</b>
KRI	2,465,488	2,726,863	2,207,225	3,455,601	2,953,252	2,860,150	<b>3,161,307</b>
Egypt	1,740,035	1,959,655	1,832,000	1,540,405	1,192,275	1,272,117	<b>1,043,351</b>

	2019	2020	2021	2022	2023	2024	2025
<b>Indirect energy consumption (electricity purchased) (GJ)</b>	40,080	39,236	39,562	36,343	35,418	26,958	<b>32,235</b>
UAE	970	729	716	722	607	579	<b>694</b>
KRI	5,020	3,793	4,230	857	866	561	<b>713</b>
Egypt	34,098	34,714	34,616	34,764	33,945	25,818	<b>30,828</b>

Scope: Dana Gas and Joint Ventures

	2019	2020	2021	2022	2023	2024	2025
<b>Diesel &amp; Petrol (L)</b>	2,009,811	1,047,822	990,928	5,654,062	8,407,417	5,119,660	<b>7,119,072</b>
UAE	842,667	316,107	351,230	287,531	224,914	209,049	<b>208,784</b>
KRI	825,144	448,715	450,698	5,094,971	7,950,997	4,658,786	<b>6,632,044</b>
Egypt	342,000	283,000	189,000	271,560	231,506	251,825	<b>278,244</b>

	2019	2020	2021	2022	2023	2024	2025
<b>Fuel Gas (MMscf)</b>	3,728	4,166	4,490	4,356	3,478	3,575	<b>3,694</b>
UAE	44	–	–	–	–	–	<b>–</b>
KRI*	2,229	2,480	2,920	2,897	2,428	2,457	<b>2,769</b>
Egypt	1,455	1,686	1,570	1,459	1,050	1,118	<b>925</b>

Scope: Dana Gas and Joint Ventures

\*KRI fuel gas figures consist of ISP, KM250 and ICS Compressors

## Performing Responsibly continued

### Water Conservation

Water is involved in a range of applications across the natural gas production process, including drilling, production, cooling, and domestic use in our offices and accommodation camps, and with several Dana Gas assets located in water-stressed areas we remain sensitive to the need for the responsible management of water consumption and wastewater disposal.

In recent years, water requirements have increased due to operational needs, including additional cooling requirements for compressors at Khor Mor and project-related activities such as tank hydrotesting. To manage these demands, Dana Gas has implemented improvements to compressor cooling systems at Khor Mor, including the use of mist and evaporative cooling. These measures support improved cooling efficiency and help optimise process water use, while also contributing to more stable compressor performance.

### Supporting Water Conservation in the KRI

Providing sustainable access to freshwater for burgeoning local communities remains a key challenge for Kurdistan's regional government, particularly in places such as the Khor Mor area, where the Pearl Petroleum venture operates. To support responsible water use, an integrated water management strategy is in place to monitor water streams, manage consumption, improve wastewater handling, and enhance recycling and disposal practices.

Pearl Petroleum has implemented a range of operational improvements at the site, including facility modifications and changes in operating practices to improve the collection of produced water, enhance the efficiency of oil-water separators, and better manage camp water use.

In 2025, water consumption in the KRI was 264,707 m<sup>3</sup>, representing the majority of the Group's total water use. Wastewater generated in the KRI was 160,544 m<sup>3</sup>.

Measures implemented at the site include the treatment and reuse of wastewater for on-site purposes such as irrigation, as well as the collection of stormwater and surface run-off for operational use, including firefighting back-up. These initiatives support more efficient water use and reduce reliance on freshwater sources.



### Wastewater Management

All sanitary and domestic effluent produced at our office facilities is directly disposed via the local municipal sewer and water treatment systems. In the water-stressed area of Khor Mor, sanitary and domestic waste is handled at an on-site biological treatment plant then discharged as surface water via reed beds that provide natural filtration and help to enhance local ecology and biodiversity.

In both Egypt and the KRI, produced water from operations is routed through oil-water separators and into evaporation ponds, where it is collected for off-site treatment and disposal by specialist waste contractors in compliance with local regulations.



	2019	2020	2021	2022	2023	2024	2025
<b>Total water consumption intensity (m<sup>3</sup>/BOE produced ('000))</b>	2.51	2.55	2.95	5.64	8.81	4.39	<b>5.51</b>
<b>Total water consumption (m<sup>3</sup>)</b>	113,812	113,936	134,542	255,136	440,304	222,712	<b>280,200</b>
UAE	1,756	284	212	218	173	168	<b>108</b>
KRI	96,956	100,653	121,031	242,062	430,872	212,773	<b>264,707</b>
Egypt	15,100	12,999	13,300	12,856	14,375	16,787	<b>15,385</b>
<b>Total volume of wastewater generated (m<sup>3</sup>)</b>	233,191	396,902	243,363	321,256	312,930	153,840	<b>204,512</b>
UAE	21,325	14,171	206	218	173	186	<b>120</b>
KRI	71,866	72,731	84,157	162,138	218,770	122,900	<b>160,544</b>
Egypt	140,000	310,000	159,000	150,392	104,772	28,618	<b>43,848</b>

Scope: Dana Gas and Joint Ventures

## Performing Responsibly continued

### Spill Management

We maintain comprehensive oil spill contingency and response plans across all operational activities to manage and mitigate unplanned or uncontrolled oil releases. These plans are regularly tested, approved, and updated in collaboration with national authorities and all applicable regulations. In the event of an incident, we have dedicated teams in place to respond swiftly and effectively. Our venture plans incorporate a three-tier emergency response approach, and operations teams undergo additional training to supplement drills and exercises.

A significant spill is defined as any accidental or unplanned loss of liquid hydrocarbon into the environment from a Dana Gas or contractor operation that exceeds 100 litres, regardless of any secondary containment or recovery measures in place. All reported spills were minor in nature and primarily associated with operational activities such as vehicle or equipment refuelling and were managed effectively to ensure no residual environmental impact. The total volume spilled in 2025 is estimated at less than 500 litres.

**In 2025 we had zero significant hydrocarbon spills for the eleventh consecutive year.**

	2019	2020	2021	2022	2023	2024	2025
<b>Hydrocarbon spills (#)</b>	18	7	14	12	24	9	<b>12</b>
UAE	0	0	0	0	0	0	<b>0</b>
KRI *	–	–	8	8	22	7	<b>12</b>
Egypt	18	7	6	4	2	2	<b>0</b>

Scope: Dana Gas and Joint Ventures  
Note: All spills regardless of quantity spilt are reported.  
\* Includes restatement of KRI spill figures in 2023



### Waste Management

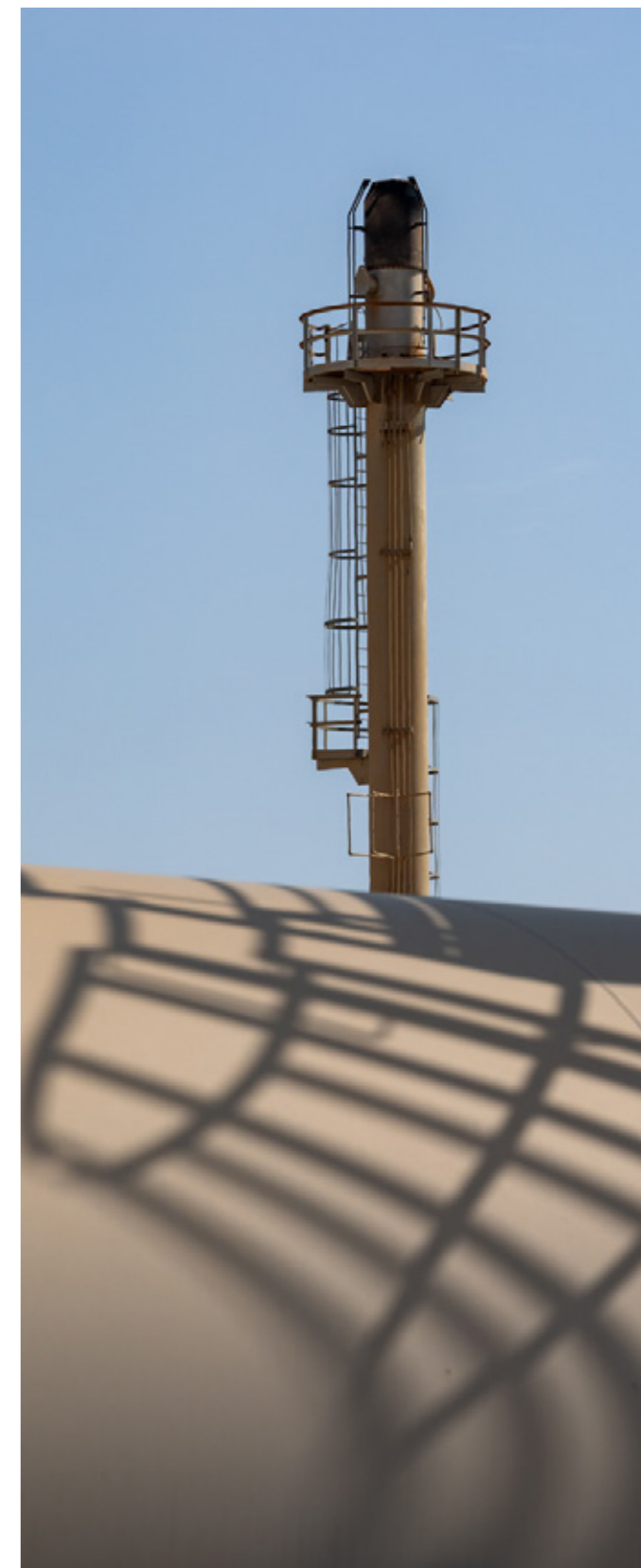
Our comprehensive approach to waste management focuses on minimising the volume of waste generated across our offices, administrative facilities, and operating assets, amplifying our recycling efforts, and promoting a circular economy through the use of reusable and recyclable materials where possible. These efforts are guided by our HSSE policy, which also sets out requirements for the management of both hazardous and non-hazardous waste.

Dana Gas continues to implement initiatives aimed at reducing the volume of waste sent to landfill.

In 2025, we continued our efforts to responsibly tackle the volume of non-hazardous waste generated across our operations, including wastepaper, cardboard, plastic, glass, tires, scrap metal, and wood, through ongoing initiatives to increase the recycling and/or reuse of materials such as packaging, paper, cardboard and glass; replacing single-use plastic bottles with reusable alternatives, fully implementing a paperless documentation system, and properly recycling e-waste. The total hazardous waste disposed was 581 tonnes, while non-hazardous waste disposed amounted to 1,904 tonnes. Hazardous waste recycled totalled 167 tonnes, and non-hazardous waste recycling continued across operations, particularly in the KRI and Egypt.

**Overall, 42% of total waste generated was recycled in 2025.**

Dana Gas continues to implement waste reduction and recycling initiatives across its operations, including material segregation, recycling of paper, plastics, metals, and electronic waste, and the reduction of single-use materials.



## Performing Responsibly continued

### Handling Hazardous Waste

Hazardous waste from the natural gas production process includes contaminated water and sludge from evaporation ponds, waste oils, lubricants, filters, batteries, fluorescent lights, and medical waste. To ensure proper disposal of our hazardous as well as non-hazardous waste, we engage specialist third-party contractors to collect and direct it to licensed disposal sites and treatment facilities. Regular Duty of Care audits are conducted to ensure the proper transport and disposal of all waste via these contractors.

	2019	2020	2021	2022	2023	2024	2025
<b>Total hazardous waste disposed (tonnes)</b>	238	219	414	657	457	486	<b>581</b>
UAE	21	0	0	0	0	0	<b>0</b>
KRI	0	0	334	9	13	22	<b>15</b>
Egypt	217	219	297	648	444	464	<b>566</b>
<b>Total non-hazardous waste disposed (tonnes)</b>	995	892	887	2,575	2,873	2,064	<b>1,904</b>
UAE	50	35	8	27	7	6	<b>12.5</b>
KRI	170	107	109	1,592	1,838	1,242	<b>1,692</b>
Egypt	775	750	770	956	1,028	816	<b>200</b>
<b>Total hazardous waste recycled (tonnes)</b>	108	74	72	125	144	170	<b>167</b>
UAE	0	0	0	0	0	0	<b>0</b>
KRI	43	34	37	86	104	152	<b>126</b>
Egypt	65	40	35	39	40	18	<b>41</b>
<b>Total non-hazardous waste recycled (tonnes)</b>	1,401	1,203	1,205	2,086	2,353	2,625	<b>1,607</b>
UAE	–	–	–	1	<1	<1	<b>&lt;1</b>
KRI	681	428	437	1,435	1,682	1,914	<b>1,344</b>
Egypt	720	775	768	650	670	710	<b>263</b>
<b>Percentage total waste generated recycled (%)</b>	37%	29%	26%	41%	43%	52%	<b>42%</b>

Scope: Dana Gas and Joint Ventures

### Biodiversity Protection

We maintain comprehensive oil spill contingency and response plans across all operational activities to manage and mitigate unplanned or uncontrolled oil releases. These plans Dana Gas is committed to protecting biodiversity and minimising the environmental impact of its operations through a precautionary and risk-based approach embedded within its HSSE & SP Policy. This includes the identification and management of potential environmental and social risks associated with project activities, supported by baseline environmental and social studies, stakeholder engagement, and the implementation of tailored mitigation measures. As part of its environmental stewardship approach, Dana Gas integrates biodiversity considerations into project planning and operational management, including assessments of potential impacts on local ecosystems, air quality, and surrounding communities.

A Biodiversity Action Plan (BAP) is in place at the Khor Mor plant, developed in alignment with World Bank and International Finance Corporation (IFC) Performance Standards. The plan outlines measures to protect and enhance biodiversity at the site, including initiatives such as the establishment of an on-site nursery to support local planting and vegetation, and the management of surface water and treated wastewater to support local habitats. These initiatives contribute to the development of local ecosystems, including wetland habitats that support indigenous species and migratory birds.



# Safeguarding our Workforce and Assets

We operate our facilities in a safe, competent manner with care for all those on our sites or impacted by our activities.

## Safeguarding Human Rights

- Human Rights
- Security Practices

## Protecting Our Workforce

- Asset Integrity
- Workforce Health & Safety
- Workforce Management Practices

## Attracting, Retaining, and Developing Our Workforce

- Diversity and Equal Opportunities
- Learning and Development



## Safeguarding our Workforce and Assets continued

Dana Gas is committed to creating a welcoming, and supportive work environment that enables everyone to thrive, and to protecting the rights and safety of our employees, contractors, and the communities in which we operate. To accomplish this, we actively identify and mitigate health and safety risks and endeavour to cultivate a safety-first culture that prioritises health and well-being.

**Dana Gas maintains a zero tolerance approach to discrimination, harassment, and bullying in the workplace.**

Our commitment to human rights, safety, and inclusivity is embedded in our Code of Conduct. Updated in 2023, the Code reflects our alignment with the United Nations' Voluntary Principles on Security and Human Rights and defines processes for reporting and addressing any instances of discrimination or misconduct.

### Strengthening Our Safety Culture

Our approach to occupational health and safety is driven by the ultimate goal of doing no harm to people, and to upholding world-class safety standards across all our operations, joint ventures and assets. In accordance with this objective, all Dana Gas Health and Safety policies and practices align fully with international health and safety standards and the International Association of Oil and Gas Producers (IOGP) Life Saving Rules.

We also have clear safety commitments and targets in place at the Group, joint venture, and asset level, and key performance indicators such as Total Recordable Incident Frequency (TRIF) and Asset Integrity Key Performance Indicators (KPIs) are aggregated across our portfolio and reflected in Group-level scorecards.

In 2025, Dana Gas and its joint ventures continued to prioritise the safety and wellbeing of the workforce across all operations. Overall, there were zero fatalities and 14 recordable injuries, corresponding to a Total Recordable Injury Rate (TRIR) of 1.09 and there were no reported cases of occupational illness across both Dana Gas employees and contractor workforce.



As part of our ongoing commitment to safeguarding occupational health and promoting staff wellbeing, we are developing a comprehensive Occupational Exposure Monitoring Strategy. This strategy includes the identification of Similar Exposure Groups (SEGs) through structured workplace assessments and targeted exposure sampling. Our proactive approach to health management is supported by a range of existing initiatives, including:

- Daily staff fitness programs
- An annual fitness assessment scheme
- Monthly awareness sessions on key health topics
- Pre-employment medical screenings
- Biennial medical examinations aligned with OEUK standards
- Independent third-party industrial hygiene audits

These efforts form part of our broader goal to ensure a healthy, safe, and supportive working environment for all personnel.

To drive continuous improvement of our occupational health and safety performance, in 2025 we continued to invest in focused efforts to improve the health and safety culture and behaviours of our contractor workforce, many of whom are drawn from the local region and lack prior experience with international health, safety, and environmental (HSE) standards. To address ongoing gaps in safety behaviours with our contractor workforce we also ensure high levels of on-site safety supervision and provide enhanced levels of HSE training for our contractors with a strong focus on hazard awareness and compliance with IOGP Life Saving Rules.

**In 2025 Dana Gas and our joint ventures had zero penalties for non-compliance with safety or social regulations.**

We also have a range of measures in place to support and protect occupational health and we encourage our local suppliers and contractors to do the same. As a result of these programmes, which include health and wellbeing programmes, occupational exposure monitoring, health awareness campaigns, pre-employment medical screenings, and third-party hygiene audits, we recorded zero occupational illnesses amongst Dana Gas employees and contractors in 2025.

### HSSE Management System

Dana Gas has a variety of policies and procedures in place to monitor and guide our occupational health and safety programmes. These are enshrined in our comprehensive HSSE & SP policy, which is implemented through our Operating Risk Management System (ORMS). The ORMS encompasses operating practices, HSSE standards, and local HSSE & SP management systems specific to each country or asset. The HSSE & SP policy sets forth clear guidance for embedding and enacting robust safety measures throughout our operations, including:

- The safe, competent, and efficient operation of our facilities, and care for all those on our sites or impacted by Dana Gas activities.
- The continuous improvement of objectives related to the prevention of injuries and occupational ill health, and our perpetual goal of zero incidents.
- The establishment of measurable targets for health, safety, security, environment and social performance targets, and transparent public reporting on those targets.
- The inclusion of HSSE & SP into corporate and individual performance appraisals.
- The inclusion, consultation, and participation of workers in developing, maintaining, and improving a safe work environment across the Group.
- The implementation of company policies, standards, and procedures in full compliance with all applicable national and international HSSE & SP legal requirements.
- Requirements for contractors and joint ventures under Dana Gas control to manage HSSE & SP in accordance with this policy, and the use of our influence to promote it in other ventures.
- Our contributions to the continuous improvement of the HSSE & SP performance of our industry by sharing best practices and lessons learned with partners, contractors, competitors, and regulators.

HSSE & SP also remains a continuous agenda item for the Dana Gas Executive Committee, and we have established Safety Committees across our joint ventures to ensure workforce representation, foster a safety-first culture, and expedite our implementation of workplace improvement plans.

## Safeguarding our Workforce and Assets continued

### Process Safety Fundamentals



### Addressing Health and Safety Risk

Our comprehensive and systematic approach to managing health and safety risk across the Group is rooted in the fundamentals of Process Safety, which encourages and engages all employees and contractors to use behaviour-based practices to take all appropriate safety measures at all times, including avoiding safety risk by applying appropriate safety measures, maintaining hazard awareness and observation, and following all proper and safe procedures.

All employees and contractors are actively encouraged to make early reports of unsafe acts and conditions, with more than 21,775 HSSE observations recorded across the business in 2025. Each observation or incident was immediately recorded and mitigated.

**In the event a potential safety hazard is identified, everyone at Dana Gas is fully empowered to immediately halt any work they perceive to pose immediate threat to life, health, property, or the environment.**

In compliance with our Code of Conduct, employees are also actively encouraged to use our whistleblowing and grievance mechanism to report incidents of non-compliance or safety violations.

### Safety Training

Throughout 2025, we continued to conduct regular safety training, hazard awareness education, and safety behaviour improvement initiatives aimed at driving the continuous improvement of our safety and compliance performance, including company-wide initiatives focused on growing our Safety Culture, Contractor HSSE Management, Security & Asset Protection, Crisis Management and Business Continuity, and Asset Integrity & Process Safety.

In 2025, a total of three Tier 1 and Tier 2 Process Safety Events (PSEs) were recorded across the Group, including one Tier 1 event and two Tier 2 events. These outcomes reflect the continued implementation of Process Safety and Asset Integrity Management programmes across our operations, supported by targeted employee training and awareness initiatives, including the application of IOGP Process Safety Fundamentals.

### Contractor Safety

Because contractors support Dana Gas operations and project developments through the provision of a significant volume of our equipment, services, and labour in Egypt and the KRI, we have established comprehensive processes for contractor qualification, selection, monitoring, and performance management. In addition to conducting regular contractor performance reviews, we also have further requirements in place for contractors engaged in high-risk activities.



### Road and Transportation Safety

Several Dana Gas assets are in remote areas in countries with unstable socio-political situations, poor road conditions, vehicle standards, and road-user behaviours. Collectively, these factors contribute to a high level of risk exposure for road and transportation safety. As a result, we have land transport safety programmes in place tailored and regularly updated to address specific concerns and requirements for each local area.

In addition, all land and road transport journeys are monitored to ensure safe driving practices are followed by all driver in line with our land transportation policies and procedures, and all company vehicles are equipped with In-Vehicle Monitoring Systems (IVMS) to track driver performance and compliance. We also conduct regular risk assessments and require that all company drivers undergo advanced defensive driving training.

**Dana Gas reported zero major road safety accidents in 2025.**

In the KRI, our vehicles are also equipped with Track24 monitoring systems to track all in-country movements of personnel and materials outside of plant boundaries, and all transportation is conducted in accordance with clear journey management plans along with associated security support from private contractors and government forces when necessary.

### Enhancing Transport Safety in the KRI

The transportation of Natural Gas Liquids (NGL)/ condensate and Liquefied Petroleum Gas (LPG) from our Khor Mor facility in the KRI is handled by third parties on direct behalf of the KRI regional government. Due to ongoing challenges associated with vehicle maintenance by the third-party hauliers and the frequency of minor leaks from tankers during NGL/condensate loading, our Pearl Petroleum venture is actively engaged with the KRI authorities to drive improvements in the standard of the national tanker fleet and fleet maintenance, as well as in conducting regular quality checks on tankers prior to entry to the Khor Mor site. To further mitigate risk and advance this safety effort, Pearl has also issued updated vehicle specifications along with more rigorous processes for the registration and inspection assurance of any vehicle allowed on the Khor Mor site.

## Safeguarding our Workforce and Assets continued

### Asset Integrity

The integrity, reliability, and safety of our physical assets is a critical facet of safeguarding our employees, contractors, and communities. Asset integrity and safety-critical maintenance targets is a central aspect of the Dana Gas Operating Risk Management System (ORMS), and in accordance with ORMS requirements we focus on mitigating all major risks to a level that is "as low as reasonably practicable." This ALARP approach is driven by Asset Integrity Management Systems (AIMS) at all Dana Gas ventures and operating sites, and each venture regularly conducts efficacy reviews of their safety controls. Key performance indicators for asset integrity are also integrated into local and corporate level reporting.

**Significant Reduction in Tier 1 and Tier 2 Process Safety Events over the past five years, Dana Gas has achieved a substantial reduction in Tier 1 and Tier 2 process safety events, reflecting the effectiveness of its asset integrity management systems and risk mitigation approach.**

Asset integrity performance targets, including the number of Process Safety Events (PSEs) and safety critical maintenance completed on time without being overdue or deferred, are embedded into our corporate performance scorecard. Process Safety Events (PSEs) and process safety performance is further monitored and measured in accordance with international standards and criteria such as the American Petroleum Institute (API) and the International Association of Oil and Gas Producers (IAOGP). Tier 3 PSEs are also captured, reported and investigated as per our asset AIMS systems.

### Emergency Response Preparedness

In alignment with industry best practices, we have Emergency Response Plans (ERPs) in place for DGE and our WASCO venture. Encompassing all foreseeable potential emergency scenarios, the plans are regularly tested through drills and practice events, including internal drills in the UAE and fire drills at the UAE head office.

### Security Practices

Because our Khor Mor and our El Wastani gas plants are regarded as assets of national security importance in both the KRI and Egypt, respectively, Dana Gas has stringent government-level security measures in place for these sites and across all our operations. These internal security plans incorporate layered protection encompassing organisational, procedural, and physical control measures, including protection for existing operations, remote well and rig locations, and the movement of both personal and materials.

To ensure the ongoing robustness of our security plans, Dana Gas engages with specialist independent security advisors and leverages the latest monitoring and intelligence, supported by continuous analysis from in-country asset protection and security teams. The UN Voluntary Principles on Security and Human Rights are embedded in our security management plans and in the contractual agreements with private security providers in the KRI and Egypt.

### Employee Recruitment and Retention

Dana Gas is proud to attract, retain and support a talented workforce with the skills and expertise to positively contribute to the sustainability and success of our company and the regions we serve. We actively prioritise a range of initiatives to retain existing talent, attract new talent, and support the growth of our whole workforce.

	2019	2020	2021	2022	2023	2024	2025
<b>Total number of employees</b>	141	124	96	90	86	83	<b>80</b>
UAE	47	34	35	35	35	34	<b>33</b>
KRI	4	2	3	3	3	3	<b>3</b>
Egypt	90	88	58	52	48	46	<b>44</b>

	2019	2020	2021	2022	2023	2024	2025
<b>Total number of contractors</b>	29	27	17	17	20	23	<b>22</b>
UAE	4	3	3	3	5	5	<b>4</b>
KRI	0	1	1	1	1	1	<b>1</b>
Egypt	25	23	13	13	14	17	<b>17</b>

Scope: Dana Gas only. Excludes Joint Ventures

	2019	2020	2021	2022	2023	2024	2025
<b>Total number of Joint Venture employees</b>	896	856	898	1008	1012	1013	<b>1199</b>
KRI (PPCL)	497	463	511	626	637	640	<b>843</b>
Egypt (WASCO)	399	393	387	382	375	373	<b>356</b>

	2019	2020	2021	2022	2023	2024	2025
<b>Total number of Joint Venture contractors</b>	360	331	380	475	484	510	<b>483</b>
KRI (PPCL)	36	10	65	160	172	203	<b>181</b>
Egypt (WASCO)	324	321	320	315	312	308	<b>302</b>

	2019	2020	2021	2022	2023	2024	2025
<b>Total number of employees who left the company voluntarily</b>	6	3	4	2	2	6	<b>6</b>
UAE	1	1	1	0	2	3	<b>3</b>
KRI	0	0	0	0	0	0	<b>0</b>
Egypt	5	2	3	2	0	3	<b>3</b>

	2019	2020	2021	2022	2023	2024	2025
<b>Employee turnover rate</b>	7%	17%	29%	10%	6%	7%	<b>7%</b>

Scope: Dana Gas full-time employees only. Turnover includes voluntary and involuntary leavers



## Safeguarding our Workforce and Assets continued

### Safeguarding Human Rights

Operating in complex environments like the KRI means that Dana Gas is subject to a variety of security-related human rights risks that have the capacity to adversely affect our operational stability, credibility, and reputation. As a result, we are unequivocally dedicated to cultivating a diverse, inclusive, and supportive work environment that protects and respects individual rights and enables everyone to pursue fulfilling, successful careers.

**Dana Gas takes a zero-tolerance approach to discrimination, harassment, and bullying in the workplace, and mechanisms are in place for employees and contractors to formally report human rights-related issues or grievances.**

These values, along with our zero-tolerance approach to discrimination, harassment, or bullying in the workplace, are enshrined in our Code of Conduct, which applies to all employees and contractors and includes our commitment to the United Nations' Voluntary Principles on Security and Human Rights (UNVPSHR).

**No instances of discrimination, harassment, bullying, or human rights violations were reported in 2025.**

The Dana Gas Code of Conduct, updated in 2023, reflects our commitment to respecting and safeguarding human rights, including the prevention of child labour, human trafficking, and force labour, and outlines processes for recording and reporting instances of discrimination.

### Diversity and Equal Opportunity

Dana Gas believes that a diverse workforce is a strong workforce, and we are committed to creating a workplace and a culture that welcomes and respects the perspective, talent, and contributions of all individuals. Building gender diversity is one of the challenges we face in fulfilling this commitment. Like the oil and gas industry, particularly in the Middle East, our full-time workforce is currently predominantly male. In response, we are taking steps to increase female representation across the organisation, supported by training for all employees on our Code of Conduct and by fostering a culture of mutual respect that prioritises inclusivity, well-being, and success for all.



	2019	2020	2021	2022	2023	2024	2025
<b>Board composition</b>							
Female	0	0	1	1	1	1	<b>1</b>
Male	11	11	10	10	10	10	<b>10</b>
<b>Percentage Board committees headed by gender</b>							
Female	0%	0%	0%	25%	25%	25%	<b>25%</b>
Male	100%	100%	100%	75%	75%	75%	<b>75%</b>
<b>Full time employees</b>							
Female	26	24	22	20	19	19	<b>19</b>
Male	115	100	74	70	67	64	<b>61</b>
<b>UAE</b>							
Female	8	8	8	8	8	9	<b>9</b>
Male	39	27	27	27	27	25	<b>24</b>
<b>KRI</b>							
Female	1	0	1	1	1	1	<b>1</b>
Male	4	2	2	2	2	2	<b>2</b>
<b>Egypt</b>							
Female	17	16	13	11	10	9	<b>9</b>
Male	72	71	45	41	38	37	<b>35</b>
Scope: Dana Gas only							
<b>Full time Joint Venture employees</b>							
Female	50	47	49	57	54	57	<b>83</b>
Male	846	810	854	951	958	956	<b>1116</b>
<b>KRI (PPCL)</b>							
Female	15	14	17	27	28	28	<b>54</b>
Male	482	494	494	599	609	612	<b>789</b>
<b>Egypt (WASCO)</b>							
Female	35	33	32	30	26	29	<b>29</b>
Male	364	361	360	352	349	344	<b>327</b>
Scope: Dana Gas Joint Ventures							

## Safeguarding our Workforce and Assets continued

### Whistleblowing and Grievance Reporting

Dana Gas has a clear grievance reporting system in place to enable employees, contractors, community members, and other stakeholders to securely report any issues or concerns without fear of retaliation. We provide a variety of reporting channels, including telephone, email, letters, comment boxes, and meetings. All grievances are logged, acknowledged, and evaluated, with formal responses developed in consultation with relevant Dana Gas or joint venture management personnel, and formally communicated and recorded.

In 2025, eight community-related grievances were registered, all within the Kurdistan Region of Iraq (KRI), representing a reduction compared to 2024. These grievances covered a range of issues, including safety queries, environmental impacts, land use matters, contractor activities, and all grievances were fully investigated, resolved, and closed.

In Chemchemical, cases involved electrical connection concern at a wellhead area and a claim of crop damage linked to seismic activities, while in Khor Mor, grievances included requests related to contractor conduct, waste management, environmental impact on agricultural land, infrastructure issues, and a claim regarding livestock loss.

All incidents and claims reported in 2025 were thoroughly investigated and addressed by the Pearl Petroleum Social Performance team, in accordance with local grievance reporting and investigation procedures.

### TRAINING & DEVELOPMENT

	2019	2020	2021	2022	2023	2024	2025
Average days of training	2.1	1.1	0.5	2.4	2.8	1.1	<b>1.1</b>
Percentage of total employees who received regular performance and career development review	100%	100%	100%	100%	100%	100%	<b>100%</b>

Scope: Dana Gas only

### Enabling Employees

As part of our employee support and retention commitment, we provide all Dana Gas employees with health and life insurance, and annual and parental leave entitlements, and health management programmes to support fitness for work along with a variety of ergonomics, vaccination, medical fitness, and health monitoring programmes focused on supporting personal health and wellness.

We also provide training and development opportunities focused on empowering employees at every career stage, including thorough onboarding, specialised safety training that extends to relevant subcontractors, and external training for nominated individuals.

### Supporting Employees' Mental Health

Individuals living and working in remote locations can experience a unique set of challenges, including exposure to hazardous environments, extended work shifts, disrupted sleep patterns, and separation from family and friends. Because these challenges can have a direct impact on physical and mental health, and social well-being, we have mental health initiative in place to support employees working in remote and operational environments, including at sites such as Khor Mor, aimed at building community and fostering a sense of collaboration, support, and resilience.

These initiatives address key aspects of well-being and include Mental Health First Aid training for relevant personnel, enabling them to recognise early signs of stress in themselves and others. Programmes also engage employees through fitness activities, awareness sessions, and expert-led webinars focused on addressing the challenges of remote work.



## Appendix A: ADX Content Index

ADX Standard	Disclosure	Page number(s) and/or direct answers
<b>Environment</b>		
<b>E1. GHG Emissions</b>		
	E1.1) Total amount in CO2 equivalents for Scope 1	Page 30
	E1.2) Total amount in CO2 equivalents for Scope 2 (if applicable)	Page 30
	E1.3) Total amount in CO2 equivalents for Scope 3 (if applicable)	Not disclosed
<b>E2. Emissions Intensity</b>		
	E2.1) Total GHG emissions per output scaling factor	Page 30
	E2.2) Total non-GHG emissions per output scaling factor	Not disclosed
<b>E3. Energy Usage</b>		
	E3.1) Total amount of energy directly consumed	Page 33
	E3.2) Total amount of energy indirectly consumed	Page 33
<b>E4. Energy Intensity</b>		
	Total direct energy usage per output scaling factor	Page 33
<b>E5. Energy Mix</b>		
	Percentage: Energy usage by generation type	Not disclosed
<b>E6. Water Usage</b>		
	E6.1) Total amount of water consumed	Page 35
	E6.2) Total amount of water reclaimed	Page 35
<b>E7. Environmental Operations</b>		
	E7.1) Does your company follow a formal Environmental Policy? Yes/No	Yes
	E7.2) Does your company follow specific waste, water, energy, and/or recycling policies? Yes/No	Yes
	E7.3) Does your company use a recognized energy management system?	Yes
<b>E8. Environmental Oversight</b>		
	Does your Management Team oversee and/or manage sustainability issues? Yes/No	Yes
<b>E9. Environmental Oversight</b>		
	Does your Board oversee and/or manage sustainability issues? Yes/No	Yes
<b>E10. Climate Risk Mitigation</b>		
	Total amount invested, annually, in climate-related infrastructure, resilience, and product development	Not disclosed

ADX Standard	Disclosure	Page number(s) and/or direct answers
<b>Social</b>		
<b>S1. CEO Pay Ratio</b>		
	S1.1) Ratio: CEO total compensation to median FTE total compensation	Not disclosed
	S1.2) Does your company report this metric in regulatory filings? Yes/No	No
<b>S2. Gender Pay Ratio</b>		
	Ratio: Median male compensation to median female compensation	Not disclosed
<b>S3. Employee Turnover</b>		
	S3.1) Percentage: Year-over-year change for full-time employees	Page 47
	S3.2) Percentage: Year-over-year change for part-time employees	Page 47
	S3.3) Percentage: Year-over-year change for contractors/consultants	Not disclosed
<b>S4. Gender Diversity</b>		
	S4.1) Percentage: Total enterprise headcount held by men and women	Page 49
	S4.2) Percentage: Entry- and mid-level positions held by men and women	Not disclosed
	S4.3) Percentage: Senior- and executive-level positions held by men and women	Not disclosed
<b>S5. Temporary Worker Ratio</b>		
	S5.1) Percentage: Total enterprise headcount held by part-time employees	Not disclosed
	S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants	Page 47
<b>S6. Non-Discrimination</b>		
	Does your company follow a non-discrimination policy? Yes/No	Yes
<b>S7. Injury Rate</b>		
	Percentage: Frequency of injury events relative to total workforce time	Page 25
<b>S8. Global Health &amp; Safety</b>		
	Does your company follow an occupational health and/or global health & safety policy? Yes/No	Yes
<b>S9. Child &amp; Forced Labor</b>		
	S9.1) Does your company follow a child and/or forced labor policy? Yes/No	Yes
	S9.2) If yes, does your child and/or forced labor policy also cover suppliers and vendors? Yes/No	Not explicitly – to be addressed in Code of Conduct refresh
<b>S10. Human Rights</b>		
	S10.1) Does your company follow a human rights policy? Yes/No	Yes
	S10.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No	Not explicitly – to be addressed in Code of Conduct refresh
<b>S11. Nationalisation</b>		
	Percentage of national employees	Page 20
<b>S12. Community Investment</b>		
	Amount invested in the community, as a percentage of company revenues	Page 17

## Appendix A: ADX Content Index

continued

ADX Standard	Disclosure	Page number(s) and/or direct answers
<b>Governance</b>		
<b>G1. Board Diversity</b>		
	G1.1) Percentage: Total board seats occupied by men and women	Page 49
	G1.2) Percentage: Committee chairs occupied by men and women	Page 49
<b>G2. Board Independence</b>		
	G2.1) Does company prohibit CEO from serving as board chair? Yes/No	Yes
	G2.2) Percentage: Total board seats occupied by independent board members	Page 49
<b>G3. Incentivized Pay</b>		
	Are executives formally incentivized to perform on sustainability?	Yes Page 12
<b>G4. Supplier Code of Conduct</b>		
	G4.1) Are your vendors or suppliers required to follow a Code of Conduct? Yes/ No	Not explicitly – to be addressed in Code of Conduct refresh
	G4.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?	N/A
<b>G5. Ethics &amp; Prevention of Corruption</b>		
	G5.1) Does your company follow an Ethics and/or Prevention of Corruption policy? Yes/No	Yes
	G5.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?	100%
<b>G6. Data Privacy</b>		
	G6.1) Does your company follow a Data Privacy policy? Yes/No	Not explicitly – to be addressed in Code of Conduct refresh
	G6.2) Has your company taken steps to comply with GDPR rules? Yes/No	No
<b>G7. Sustainability Reporting</b>		
	Does your company publish a sustainability report? Yes/No	Yes
<b>G8. Disclosure Practices</b>		
	G8.1) Does your company provide sustainability data to sustainability reporting frameworks? Yes/No	Yes
	G8.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)? Yes/No	Yes
	G8.3) Does your company set targets and report progress on the UN SDGs? Yes/No	No
<b>G9. External Assurance</b>		
	Are your sustainability disclosures assured or validated by a third-party audit firm? Yes/No	No

## Appendix B: Contribution to the UN SDGs



SDG	Chapter	Page number
1. End poverty in all its forms everywhere.	SAFEGUARDING OUR WORKFORCE AND ASSETS	Page 40
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	SAFEGUARDING OUR WORKFORCE AND ASSETS	Page 40
3. Ensure healthy lives and promote well-being for all at all ages.	SAFEGUARDING OUR WORKFORCE AND ASSETS	Page 40
4. Ensure inclusive and quality education for all and promote lifelong learning.	SAFEGUARDING OUR WORKFORCE AND ASSETS	Page 40
5. Achieve gender equality and empower all women and girls.	SAFEGUARDING OUR WORKFORCE AND ASSETS	Page 40
6. Ensure access to water and sanitation for all.	PERFORMING RESPONSIBLY	Page 26
7. Ensure access to affordable, reliable, sustainable and modern energy for all	PERFORMING RESPONSIBLY	Page 26
8. Promote inclusive and sustainable economic growth, employment and decent work for all.	SAFEGUARDING OUR WORKFORCE AND ASSETS	Page 40
9. Build resilient infrastructure, promote sustainable industrialization and foster innovation.	PERFORMING RESPONSIBLY	Page 26
10. Reduce inequality within and among countries.	SAFEGUARDING OUR WORKFORCE AND ASSETS	Page 40
11. Make cities inclusive, safe, resilient and sustainable.	PERFORMING RESPONSIBLY	Page 26
12. Ensure sustainable consumption and production patterns.	SAFEGUARDING OUR WORKFORCE AND ASSETS	Page 40
13. Take urgent action to combat climate change and its impacts.	PERFORMING RESPONSIBLY	Page 26
14. Conserve and sustainably use the oceans, seas and marine resources.	PERFORMING RESPONSIBLY	Page 26
15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.	PERFORMING RESPONSIBLY	Page 26
16. Promote just, peaceful and inclusive societies.	CONTRIBUTING TO IN-COUNTRY VALUE	Page 14
17. Revitalize the global partnership for sustainable development	CONTRIBUTING TO IN-COUNTRY VALUE	Page 14

## Appendix C: GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or direct answers
<b>GRI 101: Foundation 2016</b>		
<b>Organizational Profile</b>		
102-1	Name of the organization	Page 06
102-2	Activities, brands, products, and services	Page 06
102-3	Location of headquarters	Page 06
102-4	Location of operations	Page 06
102-5	Ownership and legal form	For more details on geographical operations, activities, subsidiaries, joint operations and ventures, please refer to our 2025 integrated report.
102-6	Markets served	Page 06
102-7	Scale of the organization	Page 07
102-8	Information on employees and other workers	Page 47
102-9	Supply chain	Page 24
102-10	Significant changes to the organization and its supply chain	No significant changes in the supply chain.
102-11	Precautionary Principle or approach	Precautionary Principle approach to reduce or avoid negative environmental impacts is enshrined within the DG Enterprise Risk Management System, HSSE Management System and related procedures
102-12	External initiatives	Page 17
<b>Strategy</b>		
102-14	Statement from senior decision-maker	Page 06
102-15	Key impacts, risks, and opportunities	Page 06
102-17	Mechanisms for advice and concerns about ethics	Page 06
<b>Ethics and Integrity</b>		
102-18	Governance structure	Page 13
102-19	Delegating authority	Page 12
102-20	Executive-level responsibility for economic, environmental, and social topics	Page 04
102-21	Consulting stakeholders on economic, environmental, and social topics	Page 04
102-22	Composition of the highest governance body and its committees	Page 13
102-23	Chair of the highest governance body	Page 13
102-24	Nominating and selecting the highest governance body	Page 13
102-26	Role of highest governance body in setting purpose, values, and strategy	Page 13
102-28	Evaluating the highest governance body's performance	Page 13
102-29	Identifying and managing economic, environmental, and social impacts	Page 13
102-32	Highest governance body's role in sustainability reporting	Page 13
102-38	Annual total compensation ratio	Not disclosed
102-39	Percentage increase in annual total compensation ratio	Not disclosed

GRI Standard	Disclosure	Page number(s) and/or direct answers
<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	For detailed information on Dana Gas's stakeholder engagement practices, please refer to Appendix A in our 2021 Sustainability Report
102-41	Collective bargaining agreements	Not applicable in the UAE
102-42	Identifying and selecting stakeholders	Page 11
102-43	Approach to stakeholder engagement	Page 11
102-44	Key topics and concerns raised	Page 11
<b>Reporting Practice</b>		
102-45	Entities included in the consolidated financial statements	Included in 2025 Integrated Report
102-46	Defining report content and topic Boundaries	Page 10
102-47	List of material topics	Page 10
102-48	Restatements of information	All restatements of information are presented as footnotes to data tables
102-49	Changes in reporting	None
102-50	Reporting period	Page 03
102-51	Date of most recent report	2025
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Page 03
102-54	Claims of reporting in accordance with the GRI Standards	Page 56
102-55	GRI content index	Page 56
102-56	External assurance	Dana Gas does not seek external assurance for its sustainability report
<b>Material Topics</b>		
<b>GRI 200: Economic</b>		
<b>Economic Performance</b>		
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Page 21
	103-2 The management approach and its components	Page 21
	103-3 Evaluation of the management approach	Page 21
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Page 21
	201-2 Financial implications and other risks and opportunities due to climate change	Page 21
	201-3 Defined benefit plan obligations and other retirement plans	Page 21
<b>Market Presence</b>		
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Page 06
	103-2 The management approach and its components	Page 06
	103-3 Evaluation of the management approach	Page 06
<b>GRI 202: Market Presence 2016</b>	202-2 Proportion of senior management hired from the local community	Not disclosed

## Appendix C: GRI Content Index

continued

GRI Standard	Disclosure	Page number(s) and/or direct answers
<b>Indirect Economic Impacts</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 14-19
	103-2 The management approach and its components	Pages 14-19
	103-3 Evaluation of the management approach	Pages 14-19
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Pages 14-19
	203-2 Significant indirect economic impacts	Pages 14-19
<b>Procurement Practices</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 19
	103-2 The management approach and its components	Page 19
	103-3 Evaluation of the management approach	Page 19
GRI 204: Market Presence 2016	204-1 Proportion of spending on local suppliers	Page 19
<b>Anti-corruption</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 22-23
	103-2 The management approach and its components	Pages 22-23
	103-3 Evaluation of the management approach	Pages 22-23
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Pages 22-23
	205-2 Communication and training about anti-corruption policies and procedures	Pages 22-23
	205-3 Confirmed incidents of corruption and actions taken	Pages 22-23
<b>GRI 300: Environmental</b>		
<b>Energy</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 28-29
	103-2 The management approach and its components	Pages 28-29
	103-3 Evaluation of the management approach	Pages 28-29
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 33
	302-2 Energy consumption outside of the organization	Not disclosed
	302-3 Energy intensity	Page 33
	302-4 Reduction of energy consumption	Pages 28-29
	302-5 Reductions in energy requirements of products and services	Pages 28-29
<b>Water and Effluents</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 34-37
	103-2 The management approach and its components	Pages 34-37
	103-3 Evaluation of the management approach	Pages 34-37
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Pages 34-37
	303-2 Management of water discharge-related impacts	Pages 34-37
	303-3 Water withdrawal	Pages 34-37
	303-4 Water discharge	Pages 34-37
	303-5 Water consumption	Pages 34-37
<b>Biodiversity</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 39
	103-2 The management approach and its components	Page 39
	103-3 Evaluation of the management approach	Page 39
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 39
	304-2 Significant impacts of activities, products, and services on biodiversity	Page 39

GRI Standard	Disclosure	Page number(s) and/or direct answers
<b>Emissions</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 30-31
	103-2 The management approach and its components	Pages 30-31
	103-3 Evaluation of the management approach	Pages 30-31
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Pages 30-31
	305-2 Energy indirect (Scope 2) GHG emissions	Pages 30-31
	305-4 GHG emissions intensity	Pages 30-31
	305-5 Reduction of GHG emissions	Pages 30-31
<b>Waste</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 37-38
	103-2 The management approach and its components	Pages 37-38
	103-3 Evaluation of the management approach	Pages 37-38
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Pages 37-38
	306-2 Management of significant waste-related impacts	Pages 37-38
	306-3 Waste generated	Pages 37-38
	306-4 Waste diverted from disposal	Pages 37-38
	306-5 Waste directed to disposal	Pages 37-38
<b>Environmental Compliance</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 32
	103-2 The management approach and its components	Page 32
	103-3 Evaluation of the management approach	Page 32
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Page 34
<b>GRI 400: Social</b>		
<b>Employment</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 47-49
	103-2 The management approach and its components	Pages 47-49
	103-3 Evaluation of the management approach	Pages 47-49
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages 47-49
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Not disclosed
<b>Occupational Health and Safety</b>		
GRI 103: Management Approach 2016	403-1 Occupational health and safety management system	Pages 42-45
	403-2 Hazard identification, risk assessment, and incident investigation	Pages 42-45
	403-3 Occupational health services	Pages 42-45
	403-4 Worker participation, consultation, and communication on occupational health and safety	Pages 42-45
	403-5 Worker training on occupational health and safety	Pages 42-45
	403-6 Promotion of worker health	Pages 42-45
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 42-45
	403-8 Workers covered by an occupational health and safety management system	Pages 42-45
	403-9 Work-related injuries	Page 25
	403-10 Work-related ill health	Page 25

## Appendix C: GRI Content Index

continued

GRI Standard	Disclosure	Page number(s) and/or direct answers
<b>Training and Education</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 42-49
	103-2 The management approach and its components	Pages 42-49
	103-3 Evaluation of the management approach	Pages 42-49
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 25
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 25
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 25
<b>Diversity and Equal Opportunity</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 49
	103-2 The management approach and its components	Page 49
	103-3 Evaluation of the management approach	Page 49
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 49
<b>Non-discrimination</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 42, 48
	103-2 The management approach and its components	Pages 42, 48
	103-3 Evaluation of the management approach	Pages 42, 48
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Pages 42, 48
<b>Human Rights Assessment</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 48
	103-2 The management approach and its components	Page 48
	103-3 Evaluation of the management approach	Page 48
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	Page 48
	412-2 Employee training on human rights policies or procedures	To be addressed in Code of Conduct refresh
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Not disclosed
<b>Local Communities</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Pages 16-18
	103-2 The management approach and its components	Pages 16-18
	103-3 Evaluation of the management approach	Pages 16-18
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 16-18
	413-2 Operations with significant actual and potential negative impacts on local communities	Pages 16-18

## Appendix D: WEF Stakeholder Capitalism Metrics Content Index

WEF Theme	WEF Core Metrics and Disclosures	Page number
Governing Purpose	<b>Setting purpose</b> The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental, and social issues. Corporate purpose should create value for all stakeholders, including shareholders	Page 12
	<b>Governance body composition</b> Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation	Page 12. See also 2025 Integrated Report
Stakeholder Engagement	<b>Material issues impacting stakeholders</b> A list of the topics that are material to key stakeholders and the company, how the topics were identified, and how the stakeholders were engaged	Page 10
Ethical Behaviour	<b>Anti-corruption</b> 1. Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region	Not disclosed
	2. (a) Total number and nature of incidents of corruption confirmed during the current year but related to previous years (b) Total number and nature of incidents of corruption confirmed during the current year, related to this year	Page 25
	3. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption	Page 10
	<b>Protected ethics advice and reporting mechanisms</b> A description of internal and external mechanisms for 1. Seeking advice about ethical and lawful behaviour and organizational integrity; 2. Reporting concerns about unethical or lawful behaviour and organizational integrity	Page 10 Page 10
Risk and Opportunity Oversight	<b>Integrating risk and opportunity into business process</b> Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation	Page 24
	<b>Greenhouse Gas (GHG) emissions</b> For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO <sub>2</sub> e) GHG Protocol Scope 1 and Scope 2 emissions Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate	Page 30-31 Not disclosed. Scope 3 data is collected but is not yet sufficiently matured
Climate Change	<b>TCFD implementation</b> Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well-below 2°C above pre industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050	Page 30

## Appendix D: WEF Stakeholder Capitalism Metrics Content Index continued

WEF Theme	WEF Core Metrics and Disclosures	Page number
Nature Loss	<b>Land use and ecological sensitivity</b> Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA)	Page 39
	<b>Water consumption and withdrawal in water-stressed areas</b> Report for operations where material, mega litres of water withdrawn, mega litres of water consumed and the percentage of each in regions with high or extremely high baseline water stress according to WRI Aqueduct water risk atlas tool Estimate and report the same information for the full value chain (upstream and downstream) where appropriate	Page 35 Page 35
Dignity and Equality	<b>Diversity and inclusion (%)</b> Percentage of employees per employee category, per age group, gender and other indicators of diversity (e.g. ethnicity)	Page 49
Dignity and Equality	<b>Pay equality</b> Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men; minor to major ethnic groups; and other relevant equality areas	Not disclosed
Dignity and Equality	<b>Wage level (%)</b> 1. Ratios of standard entry-level wage by gender compared to local minimum wage 2. Ratio of CEO's total annual compensation to median total annual compensation of all employees (excluding the CEO)	Not disclosed Not disclosed
	<b>Risk for incidents of child, forced or compulsory labour</b> An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to type of operation (such as manufacturing plant) and type of supplier; or countries or geographic areas with operations and suppliers considered at risk	Not disclosed
Health and Wellbeing	<b>Health and Safety (%)</b> 1. The number and rate of fatalities as a result of work-related injury; high consequence work-related injuries (excluding fatalities); recordable work related injuries, main types of work-related injury; and the number of hours worked 2. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services and the scope of access provided for employees and workers	Page 25 Page 44
	<b>Training provided (#)</b> 1. Average hours of training per person that the organization's employees Skills for the future have undertaken during the reporting period, by gender and employee category (total number of trainings provided to employees divided by the number of employees) 2. Average training and development expenditure per full time employee	Page 50 Not disclosed
Employment and Wealth Generation	<b>Absolute number and rate of employment</b> 1. <b>Total number and rate of new employee hires</b> during the reporting period, by age group, gender, other indicators of diversity and region 2. <b>Total number and rate of employee turnover</b> during the reporting period, by age group, gender, other indicators of diversity and region	Page 49 Page 49

WEF Theme	WEF Core Metrics and Disclosures	Page number
Employment and Wealth Generation	<b>Economic Contribution</b> 1. <b>Direct economic value generated and distributed (EVG&amp;D)</b> -- on an accrual basis, covering the basic components for the organization's global operations, ideally split out by: a. Revenue b. Operating costs c. Employee wages and benefits d. Payments to providers of capital e. Payments to government f. Community investment 2. <b>Financial assistance received from the government</b> - government - Total monetary value of financial assistance received by the organization from any government during the reporting period	Pages 21-22 Pages 21-22
	<b>Financial investment contribution disclosure</b> 1. Total capital expenditures (CapEx) – Depreciation supported by narrative to describe the company's investment strategy 2. Share buybacks + Dividend payments supported by narrative to describe the company's strategy for returns of capital to shareholders	Not disclosed Not disclosed
Wealth Creation and Employment	<b>Total R&amp;D expenses (\$)</b> Total costs related to research and development	Not disclosed
Innovation in Better Products and Services	<b>Community investment is included within the economic contribution metric (part of EVG&amp;D)</b>	Page 17
Community and Social Vitality	<b>Total tax paid</b> The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes that constitute costs to the company, by category of taxes	Page 22



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