



ميناء صلالة
Port of Salalah

PORT OF SALALAH

SUSTAINABILITY REPORT 2025

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ABOUT THIS REPORT

- ▶ Period of the report
- ▶ Scope of the report
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ABOUT THIS REPORT

The Sustainability Report 2025 marks an important milestone in the Salalah Port Services Company SAOG ("Port of Salalah")'s commitment to sustainable practices and transparent disclosure. While the Company has undertaken various sustainability initiatives over the years, this report represents its official sustainability disclosure as a publicly traded entity, underscoring its commitment to openness and accountability. Through this report, the Port of Salalah outlines its sustainability journey, highlights key initiatives, and presents future plans that align with Oman's sustainable development objectives.

PERIOD OF THE REPORT

The report covers the period from 1st of January 2025 to 31st of December 2025.

SCOPE OF THE REPORT

The report only provides information about the Port of Salalah Company's activities in Oman; it doesn't go beyond this operational or geographic limit. Therefore, the content is designed to give a clear picture of the company's success and influence in Oman alone.

STANDARDS AND GUIDELINES

The report is developed in adherence to the Global Reporting Initiative (GRI) standards, aligning with the United Nations Sustainable Development Goals (SDGs), Oman Vision 2040, and the Muscat Securities Exchange (MSX) ESG Guidelines.

EXTERNAL ASSURANCE

Only the financial data were subjected to external assurance, guaranteeing that these crucial areas adhere to strict verification requirements. An internal assurance procedure was used to verify the accuracy and dependability of all other non-financial and GHG Emission data.

RESTATEMENT OF INFORMATION

No data restatement has been carried out. For any further information please contact the Investors Relation Officer:

Mohammed Al-Mashani
mohammed.almashani@salalahport.com



2 2025 KEY HIGHLIGHTS

2025 KEY HIGHLIGHTS



SUSTAINABLE PRACTICES

ESG policy takes place to govern sustainable practices.

ESG Strategy guiding the Port activities and investments.



GOVERNANCE FOR GROWTH

The port Consolidated Net Profit for 2025 improved by >60% compared to 2024.

An increase of 3% in spending on allocations to SMEs.

Expanded Surveillance Coverage increased by 37.9%.

Data Privacy Policy will take place to enhance governance and prepare for full PDPL compliance.



ENVIRONMENTAL RESILIENT

Port introduced 4.28 million liters of biodiesel, representing 23.2% of total liquid fuel use.

Energy intensity improved by 12.7%.

GHG emission intensity improved in 2025 by 16.1% vs 2024.

Port of Salalah recorded zero environmental fines or violations in 2025.

Continuing partnerships with NAMA CO to supply treated water to the port.

Port of Salalah committed to carbon neutrality by 2040.

Environmental strategy 2023-2027: steps toward excellent environmental performance.



PROVIDING SOCIAL VALUES

Strengthening Local Impact by 7% Increase in Local Procurement and 3% Rise in SME Allocation.

Employment increased in 2025 by 11.25% Vs.2024

Port investment in workforce safety and well being training increased by 54%.

"The Port holds a current ISO 45001:2018 certification."

100,000 OMR is the total investment in corporate social responsibility.

Enhanced L&D governance in 2025 through the Tamkeen LMS, enabling digitalized training management.



3 CEO LETTER



CEO LETTER

As we present this year's sustainability report, I am proud to reaffirm Port of Salalah's commitment to embedding sustainability into every facet of our operations. Over the past year, we have worked to improve our Environmental, Social, and Governance (ESG) roadmap, aligning our actions with international best practices and the national aspirations of Oman Vision 2040. Our goal remains clear: to create long-term value for all stakeholders and help our industry and community become more sustainable by setting challenging objectives and putting sensible plans into action.

At the Port of Salalah, strong corporate governance is the foundation of our operations. We adhere to well-founded policies and guidelines that ensure transparency, accountability, and ethical decision-making across all levels of the company. From board-level strategies to human resource policies, including port security and supply chain management, these frameworks guide our employees in challenges and opportunities responsibly. We are creating a strong port that can sustain the highest levels of integrity and performance while prioritizing governance.

Social responsibility remains a backbone of our sustainability efforts. We are committed to fostering a diverse and inclusive workplace where employees are empowered to grow through continuous learning and development opportunities. Their health and safety are paramount, and we strive to create an environment where they can thrive.

Beyond our workforce, we recognize our duty to the communities surrounding the terminal, working to implement meaningful programs that enable engagement, support growth, and unlock potential within these communities.

On the environmental front, Port of Salalah is committed to decarbonization with the aim of achieving net-zero emissions, transitioning to clean energy, and establishing a green terminal by 2040. Key initiatives include reducing energy consumption, optimizing water usage, and minimizing our overall environmental footprint. Electrification of equipment and transitioning to green energy is an important part of our long term plan. These efforts underscore our commitment to being a responsible steward of the environment, balancing operational efficiency with sustainable practices that benefit both present and future generations.

Looking ahead, this report marks the start of a broader ambition. Beyond disclosure, we are advancing a comprehensive sustainability strategy and governance framework to guide our journey and deliver long-term value. We are committed to embedding ESG considerations across all aspects of our operations, fostering innovation, and setting new standards for sustainability in the maritime sector.

STEVEN YOOGALINGAM
CHIEF EXECUTIVE OFFICER

4 ABOUT PORT OF SALALAH

- ▶ Vision
- ▶ Mission & Purpose
- ▶ Strategy
- ▶ Services
- ▶ Ownership Structure
- ▶ Financial Performance
- ▶ Awards and Achievements

ABOUT PORT OF SALALAH

Established in 1998, Salalah Port Services Co. SAOG has evolved into one of the largest and most strategically significant ports in the Sultanate of Oman and the region. Over the years, the Port has played a key role in strengthening regional trade connectivity and enabling global commerce. The Port of Salalah is a publicly listed company, with Asyad Group and APM Terminals one of the world's leading container terminal operators as its principal shareholders.

VISION

*"More than a port,
advancing supply chains
in Oman and beyond."*

MISSION AND PURPOSE

*"We enhance efficiency,
connectivity, value, and
sustainability for all."*

STRATEGY



Grow through the adaptation of technology & digitization



Customer focus: target upper quartile in Net Promoter Score



Business growth via supply chain and logistics activities, Salalah ecosystem development, and capacity expansion



People and skills: become a Centre of excellence.



Cost discipline

ABOUT PORT OF SALALAH

SERVICES

Port of Salalah provides container terminal, general cargo, liquid bulk handling and marine services, supported by value added logistics and community facilities. Key upstream relationships include equipment OEMs, energy and utilities providers, construction/maintenance contractors, and certified waste and hazardous waste handlers. Downstream relationships include shipping lines, cargo owners, freight forwarders, and inland logistics partners. Material value-chain impacts relate to energy and electricity consumption, fuel use, air and GHG emissions, water, waste, and contractor safety.



CONTAINER TERMINAL

The Container Terminal consists of 6 berths with a quay length of 2197m, a draft of up to 18m, and a capacity of 6 million TEU per annum. This is supported by an up-to-date infrastructure that can handle the world's largest container vessels.



GENERAL CARGO TERMINAL

The General Cargo Terminal consists of 14 berths for dry bulk and two berths for liquid cargo with a total Length of 3,292 meters (about 2.05 mi) with draught up to 18m allowing Capsize vessels to berth and thereby offering the opportunity to offer a cost-effective transport choice for its exporters by way of lower unit costs.



LIQUID INFRASTRUCTURE

The Port of Salalah's handling Class A, B and C petroleum products and Petrochemicals. (Products handles are Propane, Butane, Condensate, Jet Fuel, Gasoil, Ammonia. The other products handled at other berths are Fuel oil, methanol, vegetable oil and Gasoil. The Terminal is linked to Salalah Freezone with a 4.5 kms pipe rack with multiple tiers. The upcoming Customers such as green ammonia aim to position Salalah as Future Green Energy Hub supporting domestic and internal national demand. The liquid terminal has state of the art firefighting facilities as per the NFPA guidelines which has considered all the products being handled.



MARINE SERVICES

As Oman's largest port and a key Middle Eastern hub, the Port of Salalah is recognized for its efficient vessel turnaround time, due to its advanced Marine services. The port employs experienced pilots and adheres to high navigation safety standards, ensuring smooth vessel operations through a well-defined approach channel from the northeast. Tidal conditions vary with an average range of 1.0m to 2.0m, and waves reach up to 4.0m during the monsoon season from June to August.



VALUE ADDED SERVICES

The Port of Salalah offers a range of value-added services to support diverse logistics needs, including trucking, warehousing, real estate leasing, and customs clearance. It serves as a flexible logistics hub with specialized services like Sea-Air cargo, Container Freight Station (CFS), bulk and break-bulk handling, RoRo (Roll-on/Roll-off) operations, and dhow services. Additional amenities include Oasis Villas & Club, enhancing community facilities, and cruise terminal capabilities, making Salalah a versatile and comprehensive logistics center.

ABOUT PORT OF SALALAH

OWNERSHIP STRUCTURE

Port of Salalah is a joint venture company operated and managed by APM Terminals. APM Terminals operates one of the world's most comprehensive ports and integrated inland service networks and is one of the world's leading container terminal operators. In 1996, it signed a 30-year agreement with the government of Oman to build and oversee a world class container facility. Other shareholders include ASYAD (20%), government pension funds (10%), and others (40%).

30%

APM TERMINALS
Lifting Global Trade

20%

اسياد ASYAD

10%

صندوق الحماية الاجتماعية
SOCIAL PROTECTION FUND



20%

LOCAL INVESTORS

19%

INSTITUTIONAL INVESTORS

FINANCIAL PERFORMANCE

THE PORT CONSOLIDATED NET PROFIT
FOR 2025 IMPROVED BY >60% COMPARED TO 2024.

The consolidated revenue
from operations for 2025 is
recorded at:



Compared to:



corresponding period last year

The consolidated
EBITDA is recorded at:



Compared to:



corresponding period last year

The consolidated
Net Profit for 2025 is
recorded at:



Compared to:



corresponding period last year

YEAR	2022	2023	2024	2025
REVENUE (MILLION OMR)	70.909	68.578	69.984	89.390
EBITDA (MILLION OMR)	14.012	13.269	15.626	27.827
NET PROFIT (MILLION OMR)	4.638	2.804	2.257	7.294

AWARDS AND ACHIEVEMENTS



In 2025, the Port of Salalah recorded a general cargo throughput of 26.4 million tons, reflecting strong operational performance.



The Port of Salalah is a member of the OCCI.



The Port of Salalah is a member of the Oman Logistics Association.



5 SUSTAINABLE PRACTICES AT PORT OF SALALAH

- ▶ Stakeholder Engagement
- ▶ Materiality Matrix
- ▶ ESG Policy
- ▶ ESG Strategy Framework

SUSTAINABLE PRACTICES AT PORT OF SALALAH

At the Port of Salalah, we're aware that our industry is a significant contributor to global sustainability. As part of a global port network, we're also aware that we share the responsibility for reducing these emissions, caring about people and community, and keeping an elevated level of governance.

We have committed to Net Zero Greenhouse Emissions by 2040. We have also committed to an ambitious target of a 70% reduction in absolute (total) emissions as an interim milestone for the period 2020-2030. To meet this commitment, we are working hard to achieve zero-emission container handling services, without using carbon offsetting. Instead, we are utilizing technologies in our terminals to deliver zero-emission in our container handling and general cargo operations. This reflects our continuous commitment to increasing our contribution to a sustainable country's goal.



WE AIM TO ACHIEVE OUR SUSTAINABILITY GOALS THROUGH:

- ▶ Investment in Solar Energy
- ▶ Switching to renewable electricity
- ▶ Reducing Energy Consumption
- ▶ Equipment electrification
- ▶ Bunkering
- ▶ Shore power

Port of Salalah places a strong emphasis on sustainability governance, ensuring that environmental, social, and economic impacts are managed in a structured and transparent manner.

Oversight of sustainability initiatives and ESG disclosures is led by the Hub Transformation Leader and the Transformation Team, with full support from the Board of Directors and Executive Management. This governance structure ensures that the Port's sustainability practices remain aligned with the Muscat Stock Exchange (MSX) ESG Disclosure Guidelines and the Global Reporting Initiative (GRI) Standards.

In 2024, the Port conducted a comprehensive, multi step materiality assessment, identifying the sustainability topics that represent the organization's most significant actual and potential impacts on the economy, environment, and society. This assessment incorporated stakeholder engagement results, industry benchmarks, and alignment with Oman Vision 2040 and the UN Sustainable Development Goals (SDGs). The process ensured that the topics selected reflected both stakeholder expectations and the strategic priorities of the Port.

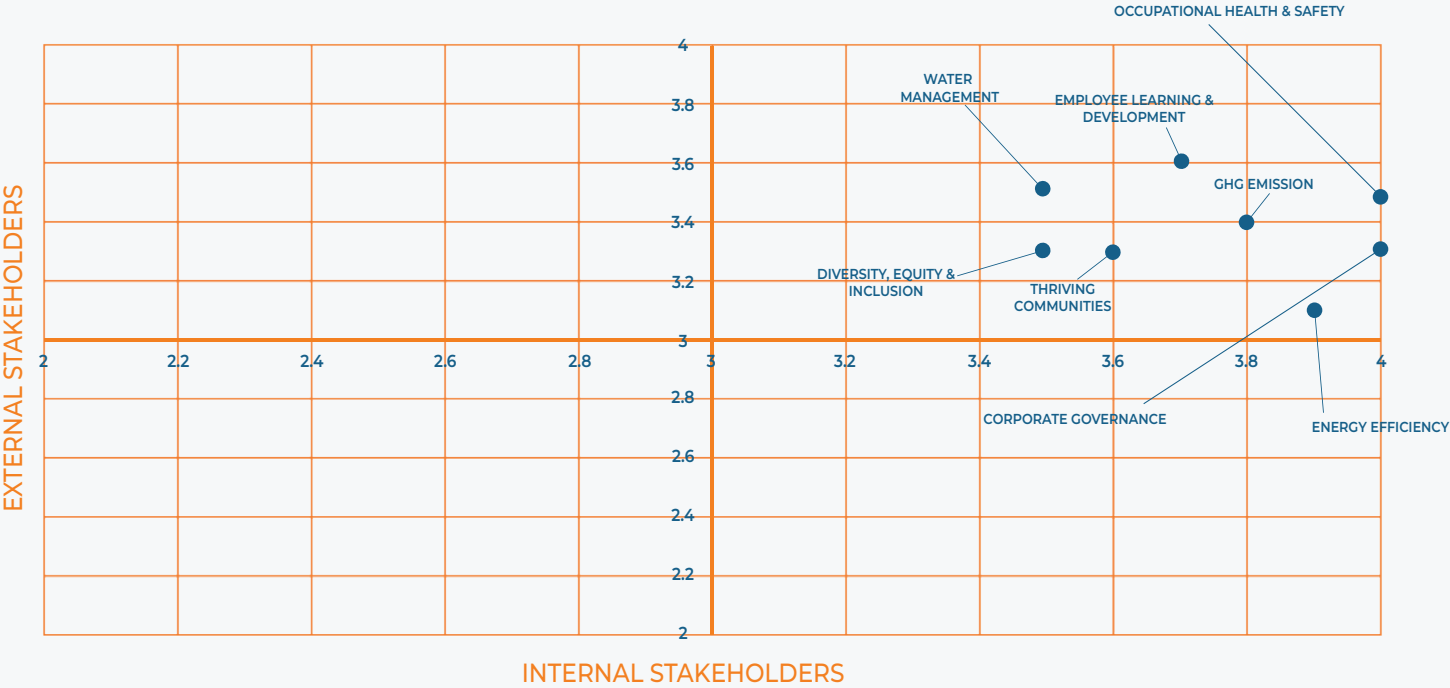
In 2025, Port of Salalah updated and reaffirmed these material topics by reviewing insights from the 2024 materiality assessment, validating stakeholder expectations, and reassessing the significance of each impact area. The identified topics were then positioned within a Materiality Matrix, mapping their importance to stakeholders against the scale of the Port's impacts. This structured approach guides the Port's ESG Strategy and forms the basis for disclosures throughout this report.

SUSTAINABLE PRACTICES AT PORT OF SALALAH

MATERIAL TOPICS

ENVIRONMENTAL	SOCIAL	GOVERNANCE
ENERGY EFFICIENCY	THRIVING COMMUNITIES	CORPORATE GOVERNANCE
WATER MANAGEMENT	OCCUPATIONAL HEALTH AND SAFETY	
GHG EMISSION	DIVERSITY, EQUITY AND INCLUSION	
	EMPLOYEE LEARNING AND DEVELOPMENT	

MATERIALITY MATRIX



SUSTAINABLE PRACTICES AT PORT OF SALALAH

PORT OF SALALAH ESG POLICY

Port of Salalah integrates sustainability into its operational and strategic decision making, aiming to balance business growth with environmental stewardship, social responsibility, and strong governance. The company's ESG approach aligns with Oman Vision 2040, Muscat Stock Exchange ESG Disclosure Guidelines, Global Reporting Initiative (GRI) standards, and the UN Sustainable Development Goals (UN SDGs).

ESG GOVERNANCE STRUCTURE

- Executive Management controls and oversees implementation of the ESG Policy.
- All amendments require Board of Directors approval.

ETHICS & ANTICORRUPTION

- Zero tolerance policy for bribery and corruption.
- Mandatory due diligence for interactions with government entities and third parties.
- Adherence to strict gifts, conflict of interest, and anti-bribery procedures.

CODE OF CONDUCT

- Applies to all employees, contractors, consultants, and representatives.
- Sets standards for regulatory compliance, ethical behavior, and professional conduct.

SUPPLIER CODE OF CONDUCT

- Ensure fair, transparent procurement and equal opportunity.
- Supplier selection is based on quality, price, and availability.
- Vendors must comply with labor, ethical, and environmental expectations.

DATA PRIVACY

- Personal data collected only for legitimate purposes.
- Strict safeguards are applied to protect data throughout its lifecycle.
- Employees follow protocols aligned with legal and regulatory requirements.

CLIMATE & EMISSIONS

- Commitment to achieving net zero CO₂ emissions by 2040.
- Key strategies: equipment electrification, shore power investments, energy optimization, and emission abatement initiatives.

ENERGY MANAGEMENT

- Energy efficiency is recognized as essential to decarbonization.
- Achieved 5% reduction in energy consumption in 2024 through LED expansion and improved air-conditioning systems.
- Ongoing expansion of biofuel usage in terminal tractors.

SUSTAINABLE PRACTICES AT PORT OF SALALAH

WATER MANAGEMENT

- Strategic approach to water conservation through improved management and efficiency measures.

BIODIVERSITY

- Commitment to environmentally friendly operations that preserve ecological health in and around port operations.

HUMAN RIGHTS

- Compliance with local and international human rights standards.
- Commitment to ethical employment practices throughout the value chain.

CHILD LABOR

- Strict prohibition of employment under the age of 18.
- Oversight mechanisms applied to suppliers to prevent child labor risks.

NONDISCRIMINATION

- Equal opportunity employer with fair recruitment and advancement practices.
- No discrimination is based on race, nationality, language, religion, color, gender, age, disability, or socioeconomic status.

OCCUPATIONAL HEALTH & SAFETY (HSE)

- Strong focus on minimizing harm and protecting employees, contractors, customers, and communities.
- All personnel are informed of HSE risks and are expected to comply with established safety standards.
- HSE policy guides continual safety improvements.

PORT OF SALALAH DISCLOSES ESG PERFORMANCE THROUGH:

- Annual ESG Reports
- MSX ESG 30 Matrix Disclosures
- GRI aligned reporting for international comparability
- UN SDG mapping across environmental, social, and governance initiatives

This ensures transparency, accountability, and alignment with both local and international stakeholder expectations. Recognizing evolving ESG standards and best practices, the company:

- Periodically review and update the ESG Policy.
- Ensures all amendments are Board approved.
- Continually enhances sustainability performance to support long-term operational resilience and stakeholder value.

SUSTAINABLE PRACTICES AT PORT OF SALALAH

PORT OF SALALAH ESG STRATEGY FRAMEWORK

The port of Salalah sustainability framework is built around three strategic pillars that reinforce its long term resilience and growth.

1 ENVIRONMENTAL RESILIENT PILLAR

focuses on reducing GHG emissions, enhancing energy and water efficiency, protecting biodiversity, and ensuring full environmental compliance—aligned with UN SDGs on clean energy, sustainable communities, responsible consumption, climate action, and life below water, as well as Oman Vision 2040's emphasis on environmental stewardship.

2 PROVIDING SOCIAL VALUES PILLAR

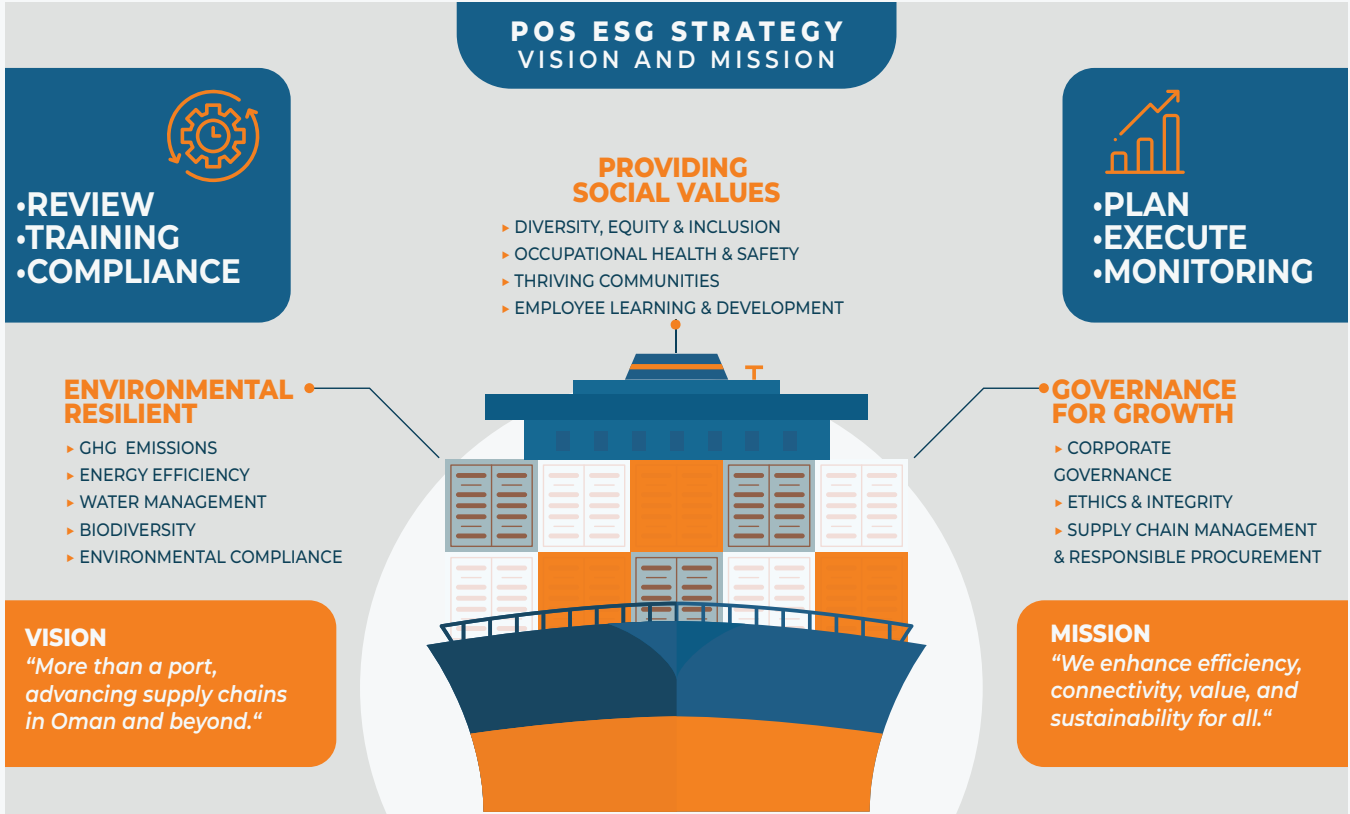
this pillar prioritizes diversity and inclusion, occupational health and safety, community development, and continuous employee learning, contributing to SDGs covering health, education, gender equality, decent work, and sustainable cities, and aligning with national goals for well being, employment, education, and social protection.

3 GOVERNANCE FOR GROWTH PILLAR

this pillar strengthens corporate governance, ethics, integrity, and responsible procurement in line with SDGs on strong institutions and effective partnerships and supports Oman Vision 2040's legislative and oversight ambitions. Together, these pillars directly support Salalah Port's strategy by driving environmental ecosystem development, building people and skills as a center of excellence, and enabling business growth through strengthened governance and supply chain capabilities.



SUSTAINABLE PRACTICES AT PORT OF SALALAH



POS ESG STRATEGY SUSTAINABILITY FRAMEWORK AREAS

ENVIRONMENTAL RESILIENT	PROVIDING SOCIAL VALUES	GOVERNANCE FOR GROWTH
GHG EMISSIONS	DIVERSITY, EQUITY AND INCLUSION	CORPORATE GOVERNANCE
ENERGY EFFICIENT	OCCUPATIONAL HEALTH AND SAFETY	SUPPLY CHAIN MANAGEMENT AND RESPONSIBLE PROCUREMENT
WATER MANAGEMENT	THRIVING COMMUNITIES	ETHICS AND INTEGRITY
BIODIVERSITY	EMPLOYEE LEARNING AND DEVELOPMENT	
ENVIRONMENTAL COMPLIANCE		





6 GOVERNANCE FOR GROWTH

- ▶ Corporate governance
- ▶ Responsible supply chain

GOVERNANCE FOR GROWTH



The Port of Salalah commitment toward governing sustainable practices continuously appears in the company's activities and efforts to preserve the system. This section will cover the main material topics and the activities and initiatives in terms of corporate governance, security, ethics, and responsible supply chain management.

CORPORATE GOVERNANCE

The Board of Directors ("Directors") forms seven professional members, all males, 3 of them are independent board members. The Directors stand for the company's shareholders who are dedicated to the company's success and growth. They also handle managing the company's business in terms of setting the vision & mission, corporate performance and setting strategic directions, the appointment of the CEO, and the company's corporate governance.

SHEIKH BRAIK MUSALLAM AL AMRI
CHAIRPERSON

MR. ABDULMALIK ABDULKAREEM AL BALUSHI
DEPUTY CHAIRPERSON

MR. SOREN SJOSTRAND JAKOBSEN
BOARD MEMBER

SHEIKH SAUD AL NAHARI
BOARD MEMBER

DR. HAMDAN AL FARSI
BOARD MEMBER

BRIGADIER SAID KHAMIS AL GHAITHI
BOARD MEMBER

MR. LARS MIKAEL JENSEN
BOARD MEMBER

BOARD COMMITTEES

Port of Salalah has two board committees with specific roles and responsibilities:

The Audit Committee oversees the financial reporting process, reviewing with the management the financial statements and adequacy of the internal control system, reviewing the adequacy of the internal audit function and discussion with Internal Auditor and external auditors on significant findings, the Tariff and Nomination and Remuneration Committee recommending guidelines for negotiating tariff rates at the container and general cargo terminals, considering factors such as smallest rates, service levels, competitive rates, and strategic location advantages. Additionally, the committee sets minimum port charges and supports the board in appointing suitable executives in line with corporate governance guidelines.

COMMITTEE	RESPONSIBILITIES	MEMBERS
AUDIT COMMITTEE	Overseeing the financial reporting process, reviewing with the management the financial statements and adequacy of the internal control system, reviewing the adequacy of the internal audit function and discussion with Internal Auditor and external auditors on significant findings.	• SHEIKH SAUD AL NAHARI (CHAIRPERSON) • BRIGADIER SAID KHAMIS AL GHAITHI • MR. LARS MIKAEL JENSEN
TARIFF AND NOMINATION AND REMUNERATION COMMITTEE (TNRC)	Responsible for recommending guidelines for negotiating tariff rates at the container and general cargo terminals, considering factors such as smallest rates, service levels, competitive rates, and strategic location advantages. Additionally, the committee sets minimum port charges and supports the board in appointing suitable executives in line with corporate governance guidelines.	• MR. LARS MIKAEL JENSEN (CHAIRPERSON) • MR. ABDULMALIK ABDULKAREEM AL BALUSHI • DR. HAMDAN AL FARSI • MR. SOREN SJOSTRAND JAKOBSEN

Following the amended Articles of Association of the company, all Directors must be voted on to the Board using the cumulative voting process which was done on the 20th of March 2025. The board members' remuneration was based on the agreement of the annual general meeting approved by the investors. Most of the board communication is done through board meetings.

CODE OF CONDUCT

This Online Compliance Process Manual (code of conduct) was prepared to aid employees in compliance matters. All employees in the role, contractors, and third parties must follow the code of conduct. The managers handle every employee's reporting under him to ensure compliance. Any suspected deviation or violation or breach or non-compliance of these Codes shall lead to investigation followed by legal action taken by Public Authorities, as necessary.

ANTI-BRIBERY & CORRUPTION (ABC)

The code of conduct defines the anti-bribery and corruption code in detail. The code discusses the terms of bribery, corruption, and what practices are considered bribery or corruption. The code warns from the payment specially facilitation payments, if someone persists in demanding or giving payment and employees are unsure of how to deal with the situation, they should call their managers – and give the official's name whenever workable under the circumstances. It also discusses the proper practices that employees should use to avoid the ABC such as signing due diligence, reporting to compliance officers, and getting consultation if any doubt occurs.

WHISTLEBLOWING

A Whistle-Blower System is a means to report potential violations of laws or policies of SPS. It allows employees to make the report to the identified email id of Compliance Officers to enable the SPS management to receive the said report on such violations of laws or policies. Employees can make a report by email; reports can be made in Arabic and English. SPS is protecting employee confidentiality to the extent possible in conducting a thorough investigation and trying its best to get positive results from the investigation process.

GRIEVANCE MECHANISM

The port has a separate grievance mechanism policy that clarifies the main purpose of this policy, the definitions, the roles of managers, and the procedure of grievance process that consist of four levels of review. The first stage is informal, which is done by the supervisor who is trying to help resolve the problem. If the supervisor cannot help the employee, it will be moved to the next level (second level review) which will be given to the next level of management, the grievance will be in writing format at this stage. The manager must meet and listen to employee concerns, and responses must be written in the grievance report. Moving to level three review when the grievance is not resolved, at this stage a general manager will take responsibility to meet the employee and record the grievance in the grievance report. The last stage will be reached if grievance is still not resolved, in this stage it goes to the general manager human resources (GMHR), the GMHR with the head of department will meet the grievant to solve the issue and get the final decision.

DATA PRIVACY

The company proves a strong commitment to protecting personal data by adhering to detailed guidelines outlined in its Code. Key highlights include:

COLLECTION AND USAGE PRINCIPLES	• Collect only the personal data necessary for a specific purpose; avoid gathering data "just in case." • Obtain explicit consent for sensitive data and ensure its security with restricted access. • Use personal data exclusively for its intended purpose, such as recruitment or employee management.
ACCURACY AND RETENTION	• Ensure data is correct, up-to-date, and amended when necessary. • Regularly review and remove unnecessary data, adhering to a six-year retention policy unless legal or regulatory requirements are otherwise required. • Sensitive data must be kept only for valid business or legal reasons.
CONFIDENTIALITY AND SECURITY	• Protect personal data from unauthorized access, loss, or destruction through measures like locked storage, access controls, and shredding unneeded records. • Sensitive data requires enhanced security measures and limited access. • Verify identities before showing personal data and implementing a clean desk policy.
MONITORING AND COMPLIANCE	• Notify individuals about any monitoring activities (e.g., internet or email usage) as per data protection rules. • Provide individuals with access to their personal data upon written requests. • Follow strict procedures for data use, ensuring it aligns with the original collection purpose and respecting individual rights.

CONFLICT OF INTEREST

The Port has a defined conflict of interest policy as part of the HR Policies. The policy defines the conduct and high ethical standards expected of all SPS employees and sets forth a procedure for reporting a conflict of interest or unethical behavior. This policy ensures that each employee will conduct company business with integrity and comply with all applicable laws and company rules.

The policy underlined that employees must avoid any situation that involves or may involve a conflict between their personal interest and the interest of the Company. As in all other aspects of their duties, employees dealing with customers, suppliers, contractors, competitors, or anyone doing or looking to do business with the company must be in the best interests of the Company. Each employee must make prompt and full disclosure in writing to his/her manager of any potential situation that may involve a conflict of interest.

NONDISCRIMINATION

Any instance or practice of treating an employee or group of employees less equitably because of their race, color, sex, handicap, age, religion, political beliefs, nationality, or social origin was expressly forbidden under the diversity, equality, and inclusion policy. The procedure for reporting such incidents, the duties and obligations of line management and HR, are also outlined in the policy. Any individual who experiences any form of harassment or discrimination is strongly encouraged by Port of Salalah to report the matter directly to his/her manager, who will thereafter forward the information to human resources. The HR manager must do an initial assessment and acknowledge receipt of the report within 24 hours. If additional evaluation is required, a formal investigation will be launched, and a course of action will be implemented. Since port personnel are the main source of success, this meticulous procedure is in place to safeguard them against discrimination of any kind.

PORT SECURITY

SECURITY ENHANCEMENT BY **37.9%**

At Port of Salalah, security is a critical component of our ESG framework, ensuring safe operations, protecting stakeholders, and maintaining compliance with international standards such as the International Ship and Port Facility Security (ISPS) Code and the Custom-Trade Partnership Against Terrorism (CTPAT).

We are also committed to global security initiatives, such as the Authorized Economic Operator (AEO) and the Container Security Initiative (CSI), raising the standard in safeguarding the operating environment at our terminals and facilities globally. In 2025, we implemented several best-practice initiatives to enhance physical and digital security, streamline processes, and improve emergency preparedness.

KEY SECURITY ENHANCEMENTS AND OUTCOMES:

DIGITAL TRANSFORMATION FOR ACCESS

CONTROL: We launched a new online gate pass system, simplifying visitor and customer access procedures. This innovation has significantly reduced processing time, improved user experience, and strengthened data accuracy for compliance.

ENHANCED EMPLOYEE IDENTIFICATION:

Employee ID cards were upgraded to include additional personal information and expiry dates, ensuring better identity verification and reducing unauthorized access risks.

ADVANCED ELECTRONIC ACCESS CONTROL:

At Gate 3, electronic access control devices have been installed and are pending activation upon completion of regulatory approvals. This system will provide real-time monitoring and secure entry management.

PERIMETER SECURITY REINFORCEMENT:

The ISPS fence from Berth 6 to Gate 9 was maintained and upgraded with additional lighting and surveillance cameras, improving visibility and deterring potential security breaches.

EXPANDED SURVEILLANCE COVERAGE: We increased the number of security cameras from

126 TO 203 across critical areas, including container yards (CT and GCT), warehouses, workshops, and berths. This expansion enhances situational awareness and incident response capabilities.

TECHNOLOGY FOR EMERGENCY RESPONSE:

A drone-based patrolling system was introduced to support emergency response and provide aerial surveillance, enabling rapid assessment and intervention during critical situations.

IMPACT AND ESG ALIGNMENT

These measures have strengthened operational resilience, improved stakeholder confidence, and aligned with the best global practices for port security. By integrating advanced technology and proactive risk management, we ensure that security remains a cornerstone of our governance framework, supporting safe and sustainable trade.

RESPONSIBLE SUPPLY CHAIN:

STRENGTHENING LOCAL IMPACT BY 7% INCREASE IN LOCAL PROCUREMENT AND 3% RISE IN SME ALLOCATION

The port gives a high priority to considering the best choices when it comes to procurement practices. The procurement policy contains guidelines that advise on various purchasing related matters and services, which are available to simplify the purchasing task and save time and expenditure. It is the responsibility of all employees of the organization who commit expenditure for business purchases to be aware of the obligations placed upon them to obtain *“Every Dollar Spent is Spent Professionally”* and comply with this policy.

The procurement strategy is part of the overall procurement policy. The Procurement Strategy is to develop the SPS Procurement Department as a World Class Procurement Function to support its customers and achieve the Best Value for Money. It requires an understanding of the nature of the requirements, the ability of the contractors, the complexity of the operating environment, Internal constraints, the risks involved, and the available internal abilities and resources.

BEST VALUE FOR MONEY

These measures have strengthened operational resilience, improved stakeholder confidence, and aligned with the best global practices for port security. By integrating advanced technology and proactive risk management, we ensure that security remains a cornerstone of our governance framework, supporting safe and sustainable trade.

PROCUREMENT CULTURE

- REVIEW GAP
- DEVELOP
PROCUREMENT

STRATEGIC SOURCING

- ANALYZE THE
SPEND
- CATEGORIZE THE
SPEND

LONG-TERM CONTRACT

- IN-HOUSE VS
OUTSOURCE
- DEVELOP
LOCAL SUPPLIER
POOL
- SUPPLIER
PERFORMANCE

DIGITALIZATION

- REVIEW BEST
PRACTICES
- DIGITAL
TRANSFORMATION

GOVERNANCE FOR GROWTH

The Port of Salalah continues to demonstrate a strong strategic commitment to strengthening local participation in its supply chain, in alignment with the national objectives of Oman Vision 2040. A key mechanism supporting this commitment is the port supplier selection and registration process, which formally recognizes small and medium enterprises (SMEs) and Riyada card holders. By granting these groups prioritization during the assessment phase, the port ensures that procurement opportunities are more accessible to local businesses, thereby enhancing local content contributions across its operations.

This strategic emphasis has yielded measurable outcomes. In recent years, the port has expanded its supplier base significantly, adding 106 new local suppliers and 6 new SME suppliers, underscoring its proactive approach to fostering local business engagement. The broader impact of these initiatives is reflected in the supplier growth metrics:

SUPPLIERS	2023	2024	2025
% OF PROCUREMENT BUDGET FOR LOCAL SUPPLIERS	60%	81%	77%
% OF PROCUREMENT BUDGET FOR SMES	2%	5%	8%
TOTAL NUMBER OF SUPPLIERS	750	957	1,025
TOTAL NUMBER OF SME SUPPLIERS	80	130	136
TOTAL NUMBER OF LOCAL SUPPLIERS	398	567	673

GOVERNANCE FOR GROWTH

The data indicates a sustained positive trend in both supplier engagement and local economic contribution. In 2024, local suppliers accounted for 81% of total procurement expenditure primarily driven by the container terminal upgrade project, which required significant local contracting.

Building on this momentum, 2025 saw further strategic improvements, including an increase in the total number of local and SME suppliers respectively and a 3% rise in spending allocations to SMEs. These shifts underscore the port's continued commitment to strengthening a diverse and resilient local supply chain, thereby supporting national economic diversification objectives and enhancing long term value creation within the regional economy.

Beyond economic considerations, the port has also embedded key sustainability and governance criteria into its procurement framework. Health, Safety, and Environmental (HSE) compliance remains a core requirement, with suppliers obligated to meet defined HSE standards and sign a mandatory vendor safety agreement before contract finalization. This approach ensures operational responsibility, promotes safe working environments, and minimizes environmental impact across the supply chain.

From a governance standpoint, the supplier registration process incorporates stringent controls to identify potential conflicts of interest and related party transactions. These measures strengthen transparency, reduce operational risks, and uphold high ethical standards across procurement activities. By integrating these social, environmental, and governance factors into its supplier management structure, the Port of Salalah reinforces its long term commitment to ethical operations and sustainable growth.

Collectively, these initiatives position the port as an enabler of regional economic development, while closely aligning with the broader objectives of Oman Vision 2040 namely, increasing local content, supporting SMEs, and advancing sustainable business practices across the national economy.



7 PROVIDING SOCIAL VALUES

- ▶ Employee Learning and Development
- ▶ Occupational health and safety
- ▶ Diversity, Equity and Inclusion
- ▶ Thriving Communities

PROVIDING SOCIAL VALUES



- Labour Market and Employment.
- Well-being and Social Protection.
- Health.
- Citizenship, Identity, and National Heritage and Culture.
- Education, Learning, and Scientific Research and National Capabilities.

The Port of Salalah is deeply committed to upholding employee rights, fostering professional growth, and ensuring their health and safety within the workplace. Beyond its internal workforce, the Port actively contributes to the well-being and development of surrounding communities. Through targeted learning and health programs, Port of Salalah aims to empower diverse groups within the community, promoting sustainable growth and shared prosperity.

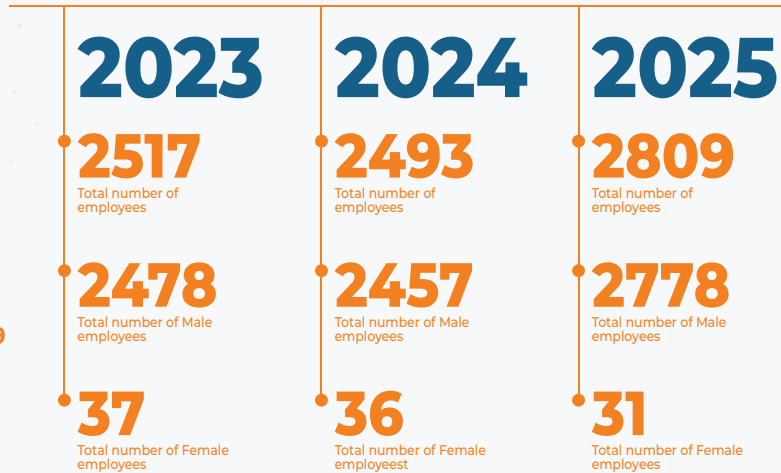
DIVERSITY, EQUITY, AND INCLUSION

EMPLOYEES

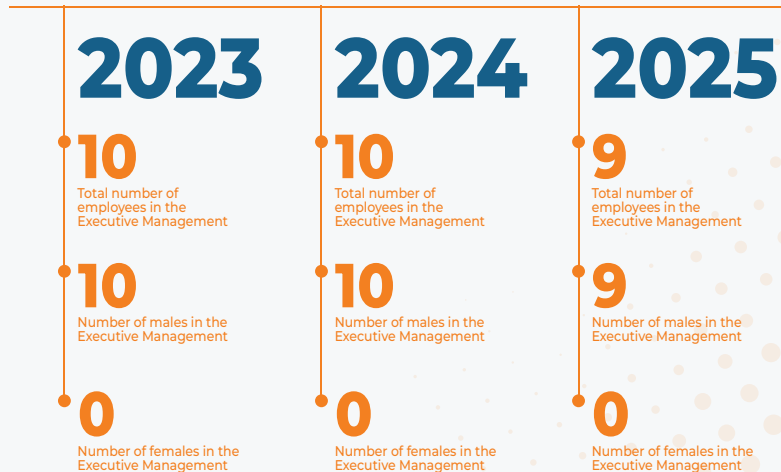
**EMPLOYMENT
INCREASED IN 2025
BY 11.25% VS. 2024**

The Port represents an excellent example of diversity and inclusion in Oman, with the wide range of employees and multiple opportunities.

The statistics show that the Port has **2809** employees from 18 countries around the world in 2025. Those employees are all permanent employees and have full access to the benefits provided by the company.



EXECUTIVE MANAGEMENT



PROVIDING SOCIAL VALUES

DIVERSITY OF MIDDLE MANAGEMENT

Female representation in Middle Management at the Port of Salalah shows a clear upward trend, increasing from 9 women in 2023 to 12 in 2025, a **33.3%** rise and accounting for 50% of total middle management growth during this period.

Their share of the management cohort improved from **4.21% to 5.45%**, and the female to male ratio strengthened from **4.39 to 5.77** women per 100 men, indicating gradual progress in gender diversity and alignment with GRI 4051 expectations for improving representation of women in leadership pipelines.

2023

214

Total number of employees in the Middle Management

205

Number of males in the Middle Management

9

Number of females in the Middle Management

2024

205

Total number of employees in the Middle Management

195

Number of males in the Middle Management

10

Number of females in the Middle Management

2025

220

Total number of employees in the Middle Management

208

Number of males in the Middle Management

12

Number of females in the Middle Management

EMPLOYEES AGE GROUP

The diversity of employees is not only by nationality but also the age, Port of Salalah has a diverse range of age groups as shown below.

EMPLOYEES AGE GROUP	2023	2024	2025
18-25	141	136	236
26-35	712	703	844
36-45	1028	999	965
45-50	389	429	452
ABOVE 50	245	269	315

PROVIDING SOCIAL VALUES

NEW EMPLOYEE HIRES

Port of Salalah values workforce diversity while actively aligning with the national aims of Oman Vision 2040, which advocate for increased Omanization across industries.

Currently, **41%** of the Port's employees are Omani, and the company has recruited **54** more Omani technicians and operators, reinforcing its commitment to national development and workforce localization.

2023

57

Total number of new employee hires

49

Total number of new male employee hires

8

Total number of new female employee hires

2024

71

Total number of new employee hires

69

Total number of new male employee hires

2

Total number of new female employee hires

2025

340

Total number of new employee hires

338

Total number of new male employee hires

2

Total number of new female employee hires

EMPLOYEE TURNOVER

THE EMPLOYEE TURNOVER RATE DECREASED BY ONE PERCENTAGE POINT, FROM 4% IN 2024 TO 3% IN 2025.

This improvement reflects the company's sustained commitment to employee retention by providing strong support for both personal and professional development.

2023

7%

Total number of employee turnover

161

Total number of male employee turnover

7

Total number of female employee turnover

2024

4%

Total number of employee turnover

95

Total number of male employee turnover

4

Total number of female employee turnover

2025

3%

Total number of employee turnover

73

Total number of male employee turnover

7

Total number of female employee turnover

PROVIDING SOCIAL VALUES

WORKERS WHO ARE NOT EMPLOYEES

Port of Salalah values workforce diversity while actively aligning with the national aims of Oman Vision 2040, which advocate for increased Omanization across industries.

Currently, **41%** of the Port's employees are Omani, and the company has recruited **54** more Omani technicians and operators, reinforcing its commitment to national development and workforce localization.

The Port of Salalah has a designated work plan specially made for people with disabilities. The company tries to highly involve those people in the workplace with such special facilities related to the workload and safe workplace. All other employees including employees with disabilities have certain benefits related to parental leave, emergency leave, business leave, medical and life insurance cover, medical advance, end of service benefit, school fees, tickets-transshipment, other special leaves, annual increment, guest house, bonus, study assistance, and employee entertainment.

The company's recent engagement survey achieved a strong **92%** participation rate and an engagement score of 86%, rated Excellent under the GILINT indicator. Feedback highlighted the need for clearer career development, improved benefits and compensation, and better workload management. Employees also pointed to opportunities to enhance care and engagement initiatives, facility and catering services, and living conditions at the company camp. These insights will guide ongoing efforts to strengthen employee satisfaction and overall workplace well being.

2023

233

Number of workers who are not employees and whose work is controlled by the organization
(Cleaning, Catering & Nursing)

2024

233

Number of workers who are not employees and whose work is controlled by the organization
(Cleaning, Catering & Nursing)

2025

154

Number of workers who are not employees and whose work is controlled by the organization
(Cleaning, Catering & Nursing)

PROVIDING SOCIAL VALUES

EMPLOYEE LEARNING AND DEVELOPMENT

TOTAL TRAINING HOURS IN 2025
13,008 HRS

The company places significant emphasis on employee skill enhancement through various initiatives, including on-the-job training and university study facilitation. In-house experts also play a significant role in delivering tailored tuition, ensuring employees receive industry-specific knowledge and expertise. Recognizing the importance of a motivated workforce, SPS has introduced a staff recognition program to foster a performance-oriented culture and strengthen employee engagement.

Alongside these efforts, SPS prioritizes employee well-being, with ongoing improvements to accommodation and food services to enhance overall satisfaction.

The training and development policy which is part of HR set of policies define the importance of governing the training and development process which requires directing all attention and accuracy to identify the training needs of staff in an orderly and measured way to ensure the delivery of the required skills in a timely manner, to the appropriate staff member thus; to achieve the strategic objectives of the company and has tangible returns on improving the efficiency and productivity of all its employees.

The policy defines the training budget, need and requirements, as well as it classifies the training into three main classifications:

STRATEGIC TRAINING

is linked to providing POS employees with new competencies related to changes within POS' organizational and strategic requirements.

TASK-SPECIFIC TRAINING

It is usually conducted to provide POS employees with the skills needed to perform their tasks more efficiently and effectively.

INDIVIDUAL TRAINING NEEDS

are linked to behavioral competencies and focus on providing an employee with "soft skills".

There are also four types of training which are approved by the Port as follows:

ON-THE-JOB TRAINING

Employees conduct their daily training by working closely with an employee or manager who can teach the employee the new skills needed.

INTERNAL TRAINING

Internal programs are designed and conducted within POS by an experienced employee to affect their skills or knowledge.

EXTERNAL TRAINING

External training is linked to sending employees to third party institutions within Oman or abroad to get skills and knowledge.

JOB ENLARGEMENT

training by increasing responsibility and scope of a position.

PROVIDING SOCIAL VALUES

INCREASED IN FEMALE TRAINING PARTICIPATION IN 2025

619 HRS

The company continued to strengthen its commitment to employee development, delivering significantly expanded training hours in 2025, with total hours rising to 13,008 compared to 1,647 in 2023 and 1,134 in 2024.

While training hours were predominantly undertaken by male employees in line with the workforce profile, female training participation increased notably to **619 hours** in 2025, supporting greater inclusivity in development programs.

Performance and career development reviews remained a strong area of compliance, with over **98%** of employees receiving regular evaluations each year across both genders. These results reflect the Port's sustained focus on capability-building, transparent performance management, and supporting long-term employee growth.

In 2025, Port of Salalah made significant progress in enhancing its Learning and Development systems Tamkeen (LMS) and learning culture:

TAMKEEN LMS ENHANCEMENTS

Upgraded functionalities enabled digital nominations, automated approvals, attendance tracking, OJT documentation, and department level reporting.

EXPANDED TRAINING DELIVERY

A substantial increase in training activity was achieved, totaling 13,008 hours, including 619.5 hours for female employees

STRENGTHENED SKILLS PROGRAMS

Expanded technical, operational, safety, and soft skills training to support organizational capability.

OJT DEVELOPMENT

Digital creation and tracking of on the Job Training improved targeted skills transfer and operational learning.

IMPROVED TRANSPARENCY & ACCESS

Coordinators gained enhanced visibility into training progress, attendance records, and skill development needs.

PROVIDING SOCIAL VALUES

Performance is monitored through quantitative and qualitative indicators, including:

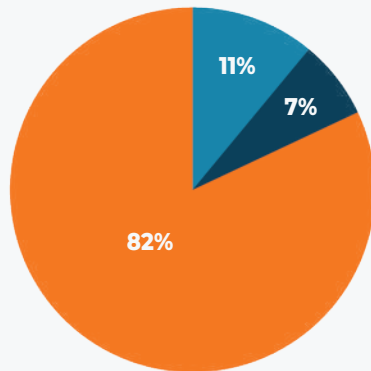
- Total training hours delivered and breakdowns by gender, job level, and function.
- Percentage of employees receiving performance and development reviews (98.55%).
- Training completion rates and attendance monitoring via Tamkeen LMS.
- Department level training reports and audit logs to ensure compliance and effectiveness.

Annual reviews assess program impact, inform budget allocation, and guide continuous improvement of training strategies. And to advance L&D maturity, Port of Salalah will focus on:

- Expanding digital and e learning modules through Tamkeen.
- Implementing data driven learning analytics to anticipate future skill needs.
- Strengthening leadership and technical development pathways.
- Enhancing Omani talent capability in alignment with Oman Vision 2040.
- Standardizing competency frameworks across operational and technical roles.

TOTAL HOURS OF TRAINING PER YEAR

● 2023 ● 2024 ● 2025



TRAINING AND EDUCATION	2023	2024	2025
TOTAL HOURS OF TRAINING PER YEAR	1647.1	1133.77	13008.5
PERCENTAGE OF TRAINING HOURS PER YEAR PER EMPLOYEE	65%	45%	46%
HOURS UNDERTAKEN BY MALE EMPLOYEES	1623.1	1099.77	12389
HOURS UNDERTAKEN BY FEMALE EMPLOYEES	24	69	619.5
NUMBER OF EMPLOYEES WHO RECEIVED A REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW	2517	2493	2809
PERCENTAGE OF EMPLOYEES WHO RECEIVED A REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW	98%	98.55%	98.55%
NUMBER OF MALE EMPLOYEES WHO RECEIVED A REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW	2478	2457	2778
NUMBER OF FEMALE EMPLOYEES WHO RECEIVED A REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW	37	36	31

PROVIDING SOCIAL VALUES

OCCUPATIONAL HEALTH AND SAFETY

PORT INVESTMENT IN WORKFORCE SAFETY AND WELL BEING TRAINING INCREASED BY 54%.

The Port of Port of Salalah Authority adheres to the guiding principles of (i) Royal Decree 35/2003 promulgating the Oman Labor Law; (ii) Ministerial Decision 286/2008, and the APMT Occupational Safety & Health Management systems and beliefs in the critical principles of constant promotion, improvement of safe working practices, safety awareness and a commitment to safety on the part of every person involved.

We commit to protecting our people, our business partners, the communities we work alongside and the customers we serve by ensuring Port of Salalah's operations are carried out safely and securely with minimal impact on the environment daily. The Port achieves this commitment by Providing a safe, healthy, secure work environment. Following relevant HSSE legal and contractual requirements, ensuring business continuity to our customers through the consistent application of effective HSE-related processes.

To support the shared responsibility for employees' occupational health, the Port of Salalah's HSSE Department works closely with the HR-Medical and HR-Employee Welfare teams. This collaboration highlights the responsibility

that HR and HSSE have for the workers. A monthly health survey plan is adopted as one of the key tools to ensure consistent care for Port of Salalah personnel and to evaluate their suitability for work. In addition, all employees, guests, and contractors have access to the Port's own licensed clinic. This clinic provides first assistance and medical consultations right away, and the doctor there has the authority to decide whether more tests are needed. An emergency ambulance service is available 24/7 for the transfer of any patient or injured individual to the nearest medical facility.

In 2025, the port strengthened its occupational health and safety performance through a targeted investment of OMR 73,000 in employee safety, skills development, and wellbeing initiatives. This investment supported a suite of advanced HSE training programs designed to operational safety standards, including IOSH Managing Safely certification, Lockout/Tagout (LOTO) training to reinforce energy isolation controls, and TOPSET one day investigator training to enhance incident investigation capability and root cause analysis. being initiatives. This investment supported a suite of advanced HSE training programs designed to operational safety standards, including IOSH Managing Safely certification, Lockout/Tagout (LOTO) training to reinforce energy isolation controls, and TOPSET one day investigator training to enhance incident investigation capability and root cause analysis.

PROVIDING SOCIAL VALUES

Collectively, these programs improved workforce competency, reduced operational risks, and deepened employee engagement in proactive safety practices. The port's continued focus on structured safety training and wellbeing aligns with international OHS best practices and underscores its commitment to building a safer, healthier, and more resilient working environment for all personnel.

The port's efforts to reduce Fatal 5 risks were further reinforced through ongoing worker training, the installation of Fatal 5 information boards across key locations, and the production of a safety awareness video all aimed at embedding critical risk awareness into daily operations. Collectively, these programs improved workforce competency, reduced operational risks, and deepened employee engagement in proactive safety practices. The port's continued focus on structured safety training and wellbeing aligns with international OHS best practices and underscores its commitment to building a safer, healthier, and more resilient working environment for all personnel.

All employees at the Port of Salalah have access to Leader Led, a reporting platform created by APM Terminals. To help employees without access to the port computers, the IT team has developed a QR Code that allows them to use their own mobile devices to report any hazards. Additionally, a unique Go/No Go checklist has been developed to help machine operators spot risks early.

The incident investigation report is created by the incident owner, goes through a review cycle, and is then approved by upper management. For tracking purposes, all actions are recorded on Fatal5.com, and HSE Compliance regularly conducts internal audits to keep an eye on the implementation. In addition, employee involvement and consultation are given top priority on the agenda at the monthly safety committee meeting. The CEO of the port and the committee members take note of the workers' opinions and document the necessary actions for later implementation.

All workers and employees at the Port of Salalah are covered by comprehensive medical insurance. A medical care specialist was employed by the POS to handle employee concerns and guarantee safe access to necessary treatments. The Port of Salalah provides private clinics with special promotions that include exclusive offers and discounts for its staff. Furthermore, POS offers discounted entry and special pricing for health gymnasiums (GYM clubs).

The company ensures that HSSE risk management is embedded across all the operations and decision-making to secure sustainable growth and earnings as well as internal activities such as regular review of Risk assessments, inspections, hazard and near missing reporting as well as GEMBA in addition to audits, are used to evaluate and continuously improve the occupational health and safety management system.

PROVIDING SOCIAL VALUES

The HSSE Policy clarifies the company's commitment, principles, and approach of managing health and safety inside the company. It also rolls the management responsibility toward the HSE requirements. Beside the policy, A comprehensive Business Continuity Management plan (BCMP) has been set up, which includes a quarterly Business Impact Analysis (BIA) as a key part. This analysis aims to reduce operational risks that may arise from potential impacts.

OUR PRINCIPLES

We have principles that underpin our commitments:

- We are resilient
- We lead with care
- We learn and adapt
- Our people are the experts

OUR APPROACH

We have Four principles that underpin our commitments:

- Empowering our people
- Leaders that challenge traditional thinking
- Understanding and enabling safer work
- Managing critical risks and legal obligations

OUR LEADERSHIP RESPONSIBILITIES

- Senior Leadership Team
- Our managers and leaders
- All employees

DELIVERED THROUGH

- An HSSE Management Framework integrated within our business
- HSSE Accountabilities & Responsibilities embedded across our business
- Implementation of Safety Differently and Lean Principles

Safety remains paramount at Port of Salalah, with a focus on frontline and middle management's commitment, responsibility, and accountability. Streamlining risk assessments with focus on Fatal 5 and ensuring clear communication to frontline workers is prioritized. However, finding Work-Related Hazards for routine and non-routine tasks is done through training, work instructions, risk assessments, inspections, GEMBA's and hazards, and NM reporting. These processes and tools are used to control risks based on the Hierarchy of control with a focus on elimination and engineering controls along with administrative and provision of PPE.

The company ensures the quality of these processes, including the competence of persons who carry them out through the provision of:

1. Safety Orientation
2. Job specific training
3. On the job training and job shadowing
4. Recurrent training.
5. Competency assessment at the end of training.

PROVIDING SOCIAL VALUES

Throughout the year, the company recorded 6 Lost Time Injuries (LTI) and 4 High Potential Incidents (HIPO). The incidents were fully investigated, root causes, corrective and preventive actions identified and signed off by senior management to prove management commitment.

HEALTH AND SAFETY	2023	2024	2025
FATALITIES	0	0	0
LOST TIME INJURIES (LTI)	2	4	6
LOST TIME INJURIES (LTI) RATE	0.24	0.46	0.75
WORK-RELATED INJURY	28	23	29
WORK-RELATED INJURY RATE	3.2	2.63	3.8
HIGH POTENTIAL INCIDENTS (HIPO)	4	1	4

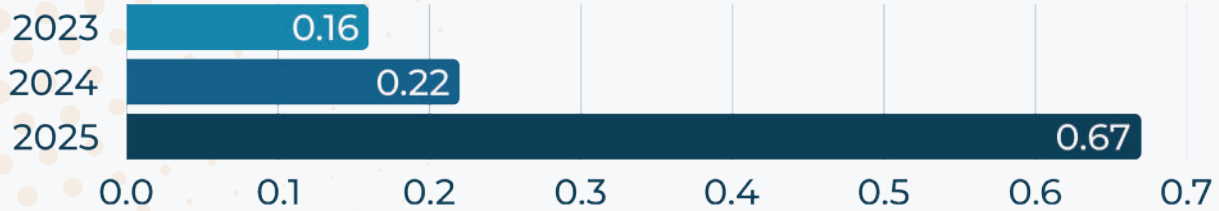
Port of Salalah maintained a robust and comprehensive Occupational Health and Safety (OHS) management system throughout 2023–2025, ensuring 100% coverage of all employees each year and full internal auditing of the system. Although total work hours fluctuated due to operational cycles declining from 8.7 million hours in 2024 to 7.56 million hours in 2025, the company significantly strengthened its safety training efforts during this period.

Furthermore, the company increased its annual HSE training investment, reaching USD 31,189 in 2025, signaling strong commitment to continuous safety improvement and the development of a well prepared workforce. Collectively, these efforts underscore Port of Salalah's dedication to maintaining a safe, compliant, and prevention driven operational environment as a core element of its ESG performance.

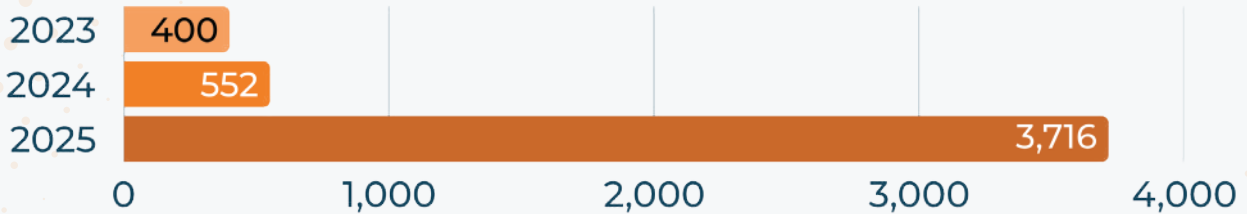
Total Health & Safety training hours rose sharply from 400 hours in 2023 to 3,716 hours in 2025, demonstrating a proactive investment in risk prevention and workforce safety capabilities. Average H&S training hours per employee also improved from 0.16 hours in 2023 to 0.66 hours in 2025, with continued focus on national employees, who received proportionately higher training exposure in earlier years.

PROVIDING SOCIAL VALUES

AVG H&S TRAINING H/Y/EMP



TOTAL HOURS OF H&S TRAINING PROVIDED TO EMPLOYEES



HEALTH AND SAFETY	Unit	2023	2024	2025
WORK HOURS	Hours	8,485,679	8,738,263	7,563,712
NUMBER OF WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM	Number	2517	2493	2809
TOTAL WORKERS COVERED BY HEALTH AND SAFETY MANAGEMENT SYSTEM	Percentage	100%	100%	100%
WORKERS COVERED BY HEALTH AND SAFETY MANAGEMENT SYSTEM THAT HAS BEEN INTERNALLY AUDITED	Number	2517	2493	2809
TOTAL WORKERS COVERED BY HEALTH AND SAFETY MANAGEMENT SYSTEM THAT HAS BEEN INTERNALLY AUDITED	Percentage	100%	100%	100%
WORKERS COVERED BY HEALTH AND SAFETY MANAGEMENT SYSTEM THAT HAS BEEN AUDITED OR CERTIFIED BY AN EXTERNAL PARTY*	Number	Not Applicable	Not Applicable	Not Applicable
TOTAL HOURS OF H&S TRAINING PROVIDED TO EMPLOYEES	Hours	400	552	3716
AVERAGE HOURS OF H&S TRAINING PER YEAR PER EMPLOYEE	Hours	0.16	0.2208	0.666
AVERAGE HOURS OF H&S TRAINING PER EMPLOYEE FOR NATIONALS	Hours	0.36	0.48	0.417
AVERAGE HOURS OF H&S TRAINING PER EMPLOYEE FOR NATIONALS	USD	18181.81	24076.9	31,189.12

*Port of Salalah is certified with ISO 45001 which mentioned scope of certification that the HSE audit is not part of it.

PROVIDING SOCIAL VALUES

THRIVING COMMUNITIES

Corporate Social Responsibility (CSR) remains a foundational component of the Port of Salalah's organizational identity. As the largest employer in the Dhofar region, the Company maintains a strong commitment to supporting the social, economic, and environmental well-being of the communities in which it operates. CSR efforts are guided by four strategic pillars:

Education, SME Development, Community Support, and Health, Safety & Environment (HSE).

These focus areas ensure that our initiatives deliver long-term value, enhance community resilience, and contribute to national development priorities.

The Port of Salalah's CSR strategy is designed to respond to immediate community priorities while delivering long-term developmental value. The strategy is anchored in two core pillars:

1 REGIONAL IMPACT

Supporting initiatives that improve quality of life in the Dhofar region, particularly for underserved populations, while contributing to public welfare and infrastructure development.

2 LONG-TERM SOCIAL VALUE

Advancing programs that build local capacity, strengthen education systems, protect the environment, and foster sustainable livelihoods.

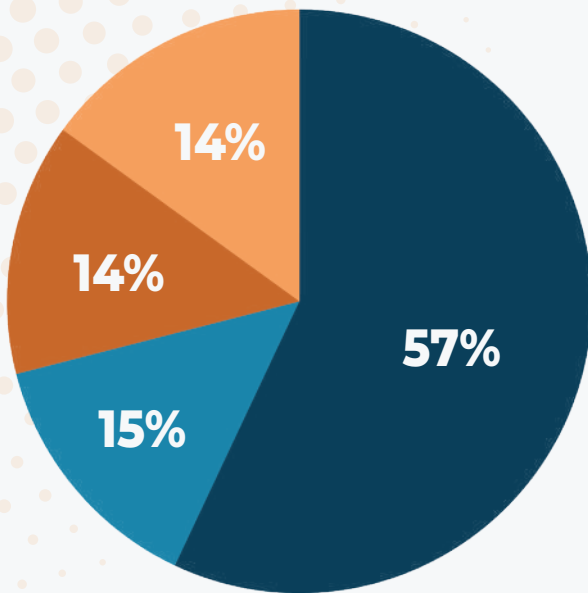
In terms of Financial Commitment, the Port of Salalah maintained a consistent annual CSR investment of OMR 100,000, underscoring the company's dedication to continuous community engagement and stable support programs.

This sustained investment forms the basis of a long-term CSR portfolio focused on high impact and regional relevance.

YEAR	CSR Investment (OMR)
2023	100,000
2024	100,000
2025	100,000

PROVIDING SOCIAL VALUES

CSR INVESTMENT DISTRIBUTION



In 2025, CSR funding was allocated across a balanced range of initiatives supporting health, education, community welfare, and environmental sustainability. These investments collectively strengthen the social infrastructure of the Dhofar region.

Major CSR Initiatives – 2025:

- Sustainable housing support
- CCTV Installation in Dhofar schools (phase 2)
- Environmental Authority
- Oman Cancer Association - Dhofar

PROGRAM	AMOUNT (OMR)
SUSTAINABLE HOUSING SUPPORT (REPAIRS/RENOVATIONS/FURNISHING)	40,000
OMAN CANCER ASSOCIATION – DHOFAR	10,000
ENVIRONMENTAL AUTHORITY	10,000
CCTV INSTALLATION IN DHOFAR SCHOOLS (PHASE 2)	10,000

PROVIDING SOCIAL VALUES

KEY IMPACT AREAS

HOUSING REHABILITATION

Representing the largest allocation of CSR funding (40%), the housing rehabilitation initiative has delivered meaningful improvements in living conditions for vulnerable families requiring structural repairs, furnishing support, or essential maintenance. The initiative has rehabilitated over 120 homes across the Dhofar Governorate, in collaboration with the Oman Charitable Organization (Dhofar Branch), directly supporting community resilience and social stability.

HEALTH & SAFETY INITIATIVES

Through funding support to the Oman Cancer Association and a drone-enabled search and rescue program, the Port of Salalah contributes to preventive health awareness and strengthened emergency response capabilities, enhancing community safety and public health outcomes.

EDUCATION AND SKILL DEVELOPMENT

Through investments in laboratory infrastructure at UTAS, CCTV installations across schools, and direct support to nearby educational institutions, the Company demonstrates its ongoing commitment to education, safety, and youth development in the Dhofar region.

ENVIRONMENTAL AND REGIONAL SUSTAINABILITY

Through support to the Environment Authority and investments in mountain road maintenance, the Company demonstrates its commitment to protecting natural ecosystems, improving regional connectivity, and advancing environmental stewardship.

The Port of Salalah's CSR portfolio for 2025 reflects a well-structured, community-centered approach that balances immediate social needs with long-term strategic development objectives. Key characteristics include:

- Consistency in annual CSR investment
- Diverse sectoral coverage across health, education, environmental protection, and social welfare
- High-impact allocation, with a strong emphasis on housing rehabilitation and community safety
- Alignment with national sustainability priorities, particularly in the areas of education and environmental stewardship

Through these initiatives, the Port of Salalah continues to strengthen its role as a catalyst for community development, contributing to enhanced social stability and long-term economic resilience across the Dhofar region.

LEAN FOR TEENS

The Port of Salalah is committed to embedding Lean philosophy as a company-wide culture and promoting it as a broader mindset within the community, in support of Oman Vision 2040's objective of developing a conscious and progressive generation.

In line with this commitment, the Port organized a youth-focused workshop aimed at introducing Lean principles and encouraging participants to apply these concepts throughout their educational journeys and personal lives.

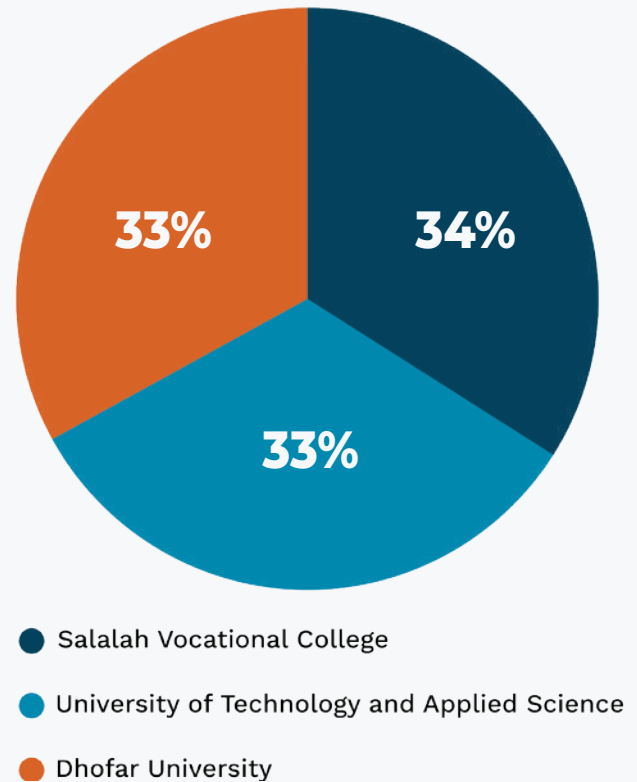
The program seeks to equip future generations with essential skills for effective goal setting, problem-solving, and personal growth by increasing awareness of Lean culture and its benefits.

Two workshops were delivered, engaging more than 48 participants aged 13 to 19. The sessions covered practical and inspiring topics, including building positive habits, applying the 5S methodology at home, effective task prioritization, and structured problem-solving techniques.

The program was enhanced through interactive activities and a guided tour of the terminal, offering participants a hands-on perspective of Lean principles in real-world operations.

This initiative underscores the Port of Salalah's commitment to fostering a culture of continuous improvement and operational excellence extending beyond its core activities to positively influence the wider community.

With the accelerating pace of global change, the need to build generations equipped with analytical thinking and continuous improvement skills becomes increasingly critical. This is where the importance of spreading Lean Culture comes in as a fundamental pillar for creating a more efficient future, where value is prioritized, waste is eliminated, and innovation is fostered.



PROVIDING SOCIAL VALUES

From this standpoint, Port of Salalah has embarked on a journey to promote Lean thinking among the younger generation through a specially designed Lean workshop. The workshop combines theoretical knowledge with interactive activities that deliver the concept in a simple, engaging, and easily understandable way.

FEEDBACK ON THE WORKSHOP FROM DU STUDENTS AND MENTORS:

“THE SESSION OFFERED DEEP INSIGHTS INTO HOW LEAN PRINCIPLES ARE IMPLEMENTED IN REAL-LIFE OPERATIONS TO ENHANCE EFFICIENCY, REDUCE WASTE, AND CREATE VALUE THROUGH CONTINUOUS IMPROVEMENT. WHAT MADE IT MORE MEANINGFUL WAS THE EMPHASIS ON HOW THESE PRACTICES SUPPORT A SUSTAINABLE WAY FORWARD, ALIGNING OPERATIONAL EXCELLENCE WITH ENVIRONMENTAL AND SOCIAL RESPONSIBILITY.”

In 2025, a total of 75 students participated in the Lean for Teens program, representing a diverse group of universities and colleges. This cohort reflects the program’s growing reach and its ability to attract talent from multiple academic institutions.

UNIVERSITY/COLLEGE	TOTAL OF STUDENTS
SALALAH VOCATIONAL COLLEGE	25
UNIVERSITY OF TECHNOLOGY AND APPLIED SCIENCE	25
DHOFAR UNIVERSITY	25





8

ENVIRONMENTAL RESILIENT

- ▶ GHG Emissions
- ▶ Energy Efficiency
- ▶ Water management
- ▶ Biodiversity

ENVIRONMENTAL RESILIENT



• Environment, and Natural Resources

PORT INTRODUCED 4.28 MILLION LITERS OF BIODIESEL, REPRESENTING 23.2% OF TOTAL LIQUID FUEL USE

As a company connected to the environment through its operations, we are Faithful in our commitment to creating a positive environmental impact while diligently minimizing any negative effects. Our approach is guided by sustainable practices that prioritize reducing energy consumption and greenhouse gas (GHG) emissions. Furthermore, we emphasize efficient water management, ensuring responsible usage both within our facilities and across all operational activities.

The environmental policy and strategy of Port of Salalah play a key role in directing the overall port activities about the environment. The policy ensures that business activities are conducted in a manner that protects the environment. The policy tells the 6 activities that Port of Salalah is doing and encourages its employees to do to protect the environment which are as follows:



Follow all relevant environmental local legislation and regulations and all other requirements to which APMT.



Develop and support environmental policies and procedures in consultation with employees, contractors, customers, suppliers, lessees, government service providers, and the local community.

ENVIRONMENTAL RESILIENT

3

Establish and pursue environmental goals and targets designed to improve environmental management of Port of Salalah. According to local and international standards.

4

Apply measures to prevent pollution of the environment as (oil spills, contamination of marine ecosystems and CO2 emission) and to avoid the Introduction of all potentially damaging exotic biodiversity. And the obligation to investigate any accident that may affect the environment.

6

Urging everyone related to the organization about the necessity to report any product, service or process that may affect the environment from port activities inside the port or to surrounding ecosystem to HSSE department.

5

Train and develop environmental management competence for all personnel working within POS authority.

The Port of Salalah's Environmental Strategy 2023-2027 is a significant milestone in enhancing its environmental initiatives and aligning with international standards. This comprehensive strategy outlines an in-depth assessment of the port's current environmental performance, sets clear future goals, and shows an actionable plan to achieve the desired outcomes by the end of 2027.

Key focus areas of the strategy include reducing emissions, preventing marine pollution, adhering to global best practices in waste management and treatment, and advancing the use of renewable energy. Building on its ongoing efforts, the port is committed to expanding solar energy adoption and integrating hybrid equipment into operations to minimize reliance on fossil fuels.

The strategy incorporates a detailed assessment of the port's environmental status, supported by a comprehensive SWOT analysis of critical areas, such as the environmental team, documentation processes, awareness and media initiatives, equipment, waste management, oil spill response, afforestation, CO2 emissions, renewable energy, and air quality.

To achieve its objectives, the port has developed a phased executive plan, with specific goals and initiatives outlined for 2023, 2024-2025, and 2026-2027. This structured approach underscores the Port of Salalah's commitment to environmental sustainability and its vision to set a benchmark for green port operations.

GHG EMISSIONS

**GHG EMISSION INTENSITY
IMPROVED IN 2025 BY**

16.1%

The Port of Salalah is dedicated to reducing the negative effects of its activities on the environment and actively looks for creative ways to meet its sustainability aims. Reducing emissions is one of the port's main priorities, reflecting its commitment to creating a more environmentally friendly future.

This dedication is ingrained in the company's approach to support operational excellence and improve environmental stewardship. The Port of Salalah wants to give an example for sustainable development in the maritime and logistics sector by balancing economic expansion with environmental stewardship through focused projects and proactive actions

The company has developed a comprehensive decarbonization roadmap, started in 2022, with an ambitious target to achieve net-zero CO₂ emissions by 2040. This visionary plan underscores Port of Salalah's commitment to adopting clean energy solutions and transitioning toward a green terminal.

By addressing both immediate and long-term aims, the roadmap exemplifies the port's dedication to minimizing its carbon footprint while maximizing its positive environmental impact. It aligns with global sustainability goals, ensuring that the port is still a responsible and forward-thinking industry leader.

To ensure consistent progress toward the overarching goal, the roadmap is organized with several sub-goals that are intended to be carried out yearly. These goals include projects like efficient air conditioning systems, implementing sustainable practices throughout all operations, using treated water, and using renewable energy technologies.

The strategy reinforces Port of Salalah's position as a leader in environmental stewardship and a catalyst for innovation in the maritime industry by integrating sustainability at every level and acting as a dynamic template for revolutionary change.

The following are the focus areas of our decarbonization roadmap:

ELECTRIFICATION	The Port of Salalah has committed to full carbon neutrality by 2040, a bold ambition it will achieve by refining energy consumption, switching to green electricity, on-site renewables, and electrifying assets. Part of this transformation includes the switch from primarily diesel-driven equipment to zero-emission electric versions.
ENERGY OPTIMIZATION	Port of Salalah has begun Rolling out Energy Optimization Program in 2024, targeting a 5% reduction in consumption. We continuously improve our operations and do more with less through the APM Terminals Way of Working (WoW), which draws on Lean principles. Greater efficiency leads to, among other things, cost savings, reduced time in port for vessels, which is one of the ways we can help our shipping-line customers reduce emissions.
SHORE POWER	We are putting together a plan to address onshore power investment. Onshore power has been ticketed as one of the key solutions Salalah Port can invest in to reduce their carbon footprint. By plugging into a landside power connection, incoming vessels can reduce emissions, noise, cost, and improve the working environment of seafarers on board the vessel.
EMISSION ABATEMENT	We expect the emission abatement to be 30% by 2030 and NetZero % by 2040.
CAPEX AND OPEX	Planning for long term, to avoid locking into carbon-based solutions by replacing diesel equipment with new diesel equipment, Port of Salalah is also extending asset lifetimes whenever possible until electric alternatives are available. while prioritizing safety and customer commitments.
COST RECOVERY PLAN	Developing a more strategic and long-term approach, instead of focusing on short-term, but not sustainable solutions which our business needs.



The Port of Salalah recorded a total of 52.69 million kgCO₂ in Scope 1 and Scope 2 emissions in 2025, compared with 50.10 million kgCO₂ in 2024, representing a 5.2% year on year increase. This change reflects the operational effects of terminal expansion, higher equipment utilization, and increased cargo throughput across the port.

Emissions increased slightly, rising from 33.25 million kgCO₂ in 2024 to 33.80 million kgCO₂ in 2025 (+0.6%). This modest increase despite expanded operations signals continued improvement in fuel efficiency and the positive contribution of biodiesel integration, which helped moderate fossil fuel related emissions.

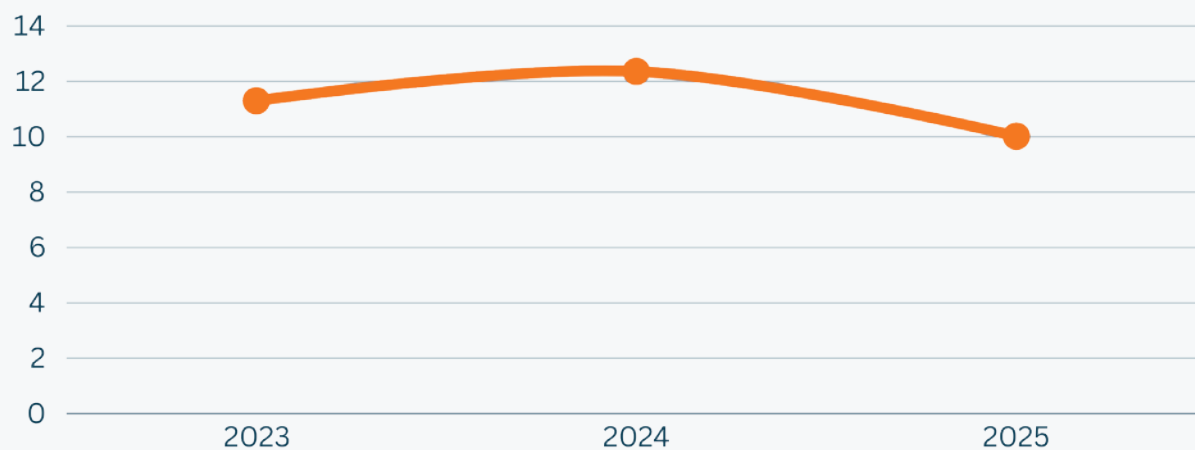
Scope 2 emissions increased from 17.10 million kgCO₂ to 18.89 million kgCO₂ (+9.5%), driven by higher electricity demand resulting from expanded terminal activity, new asset commissioning, and increased operational hours across both terminals.

Emissions intensity declined significantly, improving from 12.36 kgCO₂/TEU in 2024 to 10.37 kgCO₂/TEU in 2025, representing a 16.1% reduction. This improvement indicates that while absolute emissions increased due to necessary operational growth, the port achieved higher carbon efficiency per unit of activity, reflecting the effectiveness of ongoing energy efficiency measures and productivity gains.

Overall, 2025 demonstrates a positive decoupling trend, where operational expansion did not translate into a proportional rise in emissions. Improvements in Scope 1 fuel performance, increased efficiency across equipment fleets, and the introduction of lower carbon fuels contributed to stabilizing direct emissions. The main driver of total emissions growth remains electricity consumption, which will be addressed through ongoing initiatives such as LED conversion which recorded at 70% in 2025, high efficiency cooling systems, enhanced energy management practices, and future renewable energy sourcing strategies.

These actions collectively support the Port of Salalah's long term decarbonization goals and Oman's climate commitments under Oman Vision 2040.

ENVIRONMENTAL RESILIENT



YEAR	2023	2024	2025
EMISSION INTENSITY (KGCO2/TEU)	11.03	12.36	10.02

GHG EMISSION	UNIT	2023	2024	2025
SCOPE 1 GHG EMISSION	KGCO2	34,911,240	33,249,050	33,797,689
SCOPE 2 GHG EMISSION	KGCO2	16,249,533	17,106,378	18,894,419
EMISSION INTENSITY	KGCO2/TEU	11.03	12.36	10.02
TOTAL GHG EMISSION	KGCO2	51,160,773	50,355,429	52,692,108

(Emission=KWH*0.4 As factor considered conservatively for combined gas cycle used for CO2 Emissions for diesel.)

ENERGY EFFICIENCY

ENERGY INTENSITY IMPROVED BY

12.7%

Port of Salalah continued to strengthen its energy management practices in 2025 to support its decarbonization roadmap and reduce emissions associated with operational activity. Total energy consumption comprises electricity and liquid fuels (petrol, diesel, and biodiesel) used across terminals, facilities, and operational equipment.

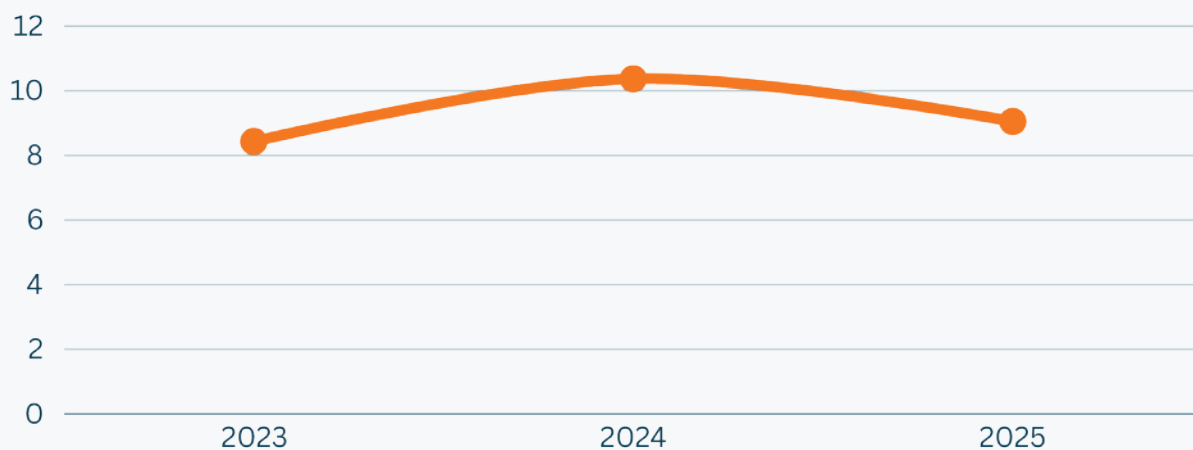
Electricity consumption increased from 42.52 million kWh in 2024 to 47.24 million kWh in 2025, driven by expanded terminal capacity, higher volumes, and new equipment commissioning. The port also introduced 4.28 million liters of biodiesel, representing 23.2% of total liquid fuel use, marking a material transition toward lower carbon fuels and reducing reliance on fossil diesel. This achievement demonstrates a notable improvement in energy intensity despite higher absolute energy use.

Energy intensity decreased from 10.37 kWh/TEU in 2024 to 9.05 kWh in 2025, representing a 12.7% reduction, attributable to optimized equipment utilization, high efficiency operational planning, and the integration of cleaner fuels.

Key measures included the conversion of 70% of terminal lighting to LED, installation of high efficiency cooling systems, improved fleet scheduling to reduce idle time, and organization wide energy awareness initiatives.

These improvements contributed to meeting the port's 2025 energy reduction target and strengthening long term operational efficiency. The reduction in energy intensity directly supported improvements in GHG emissions intensity, while operational growth led to increases in Scope 1 and Scope 2 emissions, emissions intensity declined year on year, demonstrating enhanced carbon efficiency per unit of operational output. Infrastructure upgrades, cleaner fuel adoption, and higher productivity levels contributed to progress in decoupling operational growth from energy consumption and emissions.

ENVIRONMENTAL RESILIENT



YEAR	2023	2024	2025
ENERGY INTENSITY (KWH/TEU)	8.43	10.37	9.05

ENERGY USAGE	UNIT	2023	2024	2025
FUEL CONSUMPTION (PETROL)	LITER	314,633	251,288	245,881
FUEL CONSUMPTION (DIESEL)	LITER	12,670,921	9,286,314	13,908,162
FUEL CONSUMPTION (BIODIESEL)	LITER	N/A	N/A	4,284,685
ELECTRICITY CONSUMPTION	KWH	40,582,354	42,524,216	47,236,049
ENERGY INTENSITY	KWH/TEU	8.43	10.37	9.05
ENERGY MIX	%	N/A	N/A	N/A

*Energy Mix: There is no alternate source of energy (All conventional).

WATER MANAGEMENT

CONTINUING PARTNERSHIPS WITH NAMA CO TO SUPPLY TREATED WATER TO THE PORT

Port of Salalah views effective water management as a critical component of its environmental stewardship and a key enabler of its broader decarbonization roadmap. Recognizing the strategic importance of water conservation in a resource constrained region, the Port remains committed to minimizing its water footprint, improving consumption efficiency, and diversifying water sources across operations and accommodation facilities. These efforts support both national sustainability priorities and international ESG expectations.

WATER MANAGEMENT	UNIT	2023	2024	2025
WATER CONSUMPTION	M3	415,942	379,471	495,188

The increase in 2025 consumption reflects expanded operational activity and ongoing infrastructure enhancements. This trend reinforces the importance of continued efficiency efforts and the transition toward alternative water sources.

In 2025, Port of Salalah advanced several strategic initiatives aimed at improving water efficiency, strengthening monitoring systems, and reducing reliance on potable water:

- **Digital Water Metering Initiated:** The Port began transitioning from conventional meters to advanced digital metering systems, enabling real time monitoring, improved anomaly detection, and enhanced accountability across departments.
- **Operational Water Optimization:** Detailed reviews of water use were conducted in high consumption areas, including equipment washing, road spraying for dust suppression, and irrigation systems to identify efficiency opportunities and reduce avoidable losses.
- **Treated Water Utilization Project (Finalization Phase):** Significant progress was made on the treated water connection project in collaboration with Nama Water Services. This initiative, currently in finalization, will reduce reliance on freshwater resources by enabling the use of treated water for operational and landscaping needs.

Building on the progress achieved in 2025, several multi year initiatives have been launched and are scheduled for completion during 2026–2027:

- **Water Efficiency Improvements:** Installation of high efficiency, water saving fixtures in operational facilities and staff accommodations.
- **Automated Leak Detection System:** Deployment of digital leak detection technology to reduce non revenue water losses and enable faster response to abnormalities.
- **Treated Water Connection & Integration:** Completion of infrastructure, agreements, and commissioning to support treated water use for irrigation, landscaping, and selected operational activities.
- **Seawater Reuse Feasibility Study:** Assessment of seawater treatment as an alternative source for high consumption areas such as operations buildings and accommodations.
- **Smart Irrigation & Automation:** Implementation of moisture sensing irrigation systems to reduce overwatering and improve landscaping efficiency.
- **Enhanced Water Data Analytics:** Integration of digital metering outputs into centralized dashboards to support predictive analysis and long term resource planning.
- **Water Performance KPIs & Reporting Framework:** Establishment of clear performance indicators aligned with ESG reporting standards and environmental efficiency targets.

EXPECTED IMPACT

Collectively, these initiatives are expected to significantly strengthen the Port's water stewardship by improving measurement accuracy, reducing preventable consumption, and expanding the use of non potable and alternative water sources. Through this multi-year program, Port of Salalah is enhancing operational resilience, supporting long term environmental sustainability commitments, and reinforcing its alignment with leading ESG practices.

BIODIVERSITY & WASTE MANAGEMENT

PORT OF SALALAH RECORDED ZERO ENVIRONMENTAL FINES OR VIOLATIONS IN 2025

Port of Salalah recognizes the critical importance of protecting the natural ecosystem surrounding its maritime operations. As a coastal port operating near sensitive marine and terrestrial habitats, the Port maintains a comprehensive approach to biodiversity conservation, pollution prevention, and responsible waste management. These efforts support Oman's environmental commitments, the UN Sustainable Development Goals and the requirements outlined in GRI.

OIL SPILL PREVENTION AND MARINE ECOSYSTEM PROTECTION

The Port maintains a robust oil spill preparedness and response program designed to prevent pollution and protect the marine environment. In 2025, the Port significantly strengthened its capabilities under an enhanced response agreement:

- Tier 1 and Tier 2 spill response capacity fully established, expanding from Tier 1 in 2023–2024 to Tier 1 & Tier 2 capability in 2025.
- Deployment of a new response boat and additional oil spill containment and recovery equipment.
- Standby oil boom capacity expanded to 10,000 meters, with the ability to mobilize up to 15,000 meters within 24 hours.
- The Port is the only entity in the Dhofar Governorate with full Tier 2 response capabilities, providing operational readiness to safeguard both the Port and surrounding coastal ecosystems.
- In 2025, the Port actively supported the Environment Authority in managing a Tier 2 spill event, demonstrating its role as a key environmental responder in the region.

These investments reinforce the Port's commitment to preventing marine pollution and ensuring rapid containment should an incident occur. When necessary, the Port is prepared to temporarily suspend operations to protect the marine environment. Additionally, following publication of the National Oil Spill Response Plan, the Port updated its internal procedures to fully integrate into the national framework, ensuring synchronized coordination with government agencies and environmental stakeholders.

HAZARDOUS MATERIALS MANAGEMENT

Handling of hazardous materials is governed by strict operational procedures. In 2025, the Port expanded its hazardous material management system from 14 processes in 2024 to 28 processes, covering spill prevention, storage, segregation, and safe handling. These measures contribute to zero hazardous waste discharge into the environment and ensure full compliance with applicable regulations.

WASTE MANAGEMENT AND POLLUTION CONTROL

The Port continued to enhance its waste management framework to minimize environmental impacts associated with solid, hazardous, and recyclable materials.

General Waste Reduction:

- General waste decreased by 17.43% in 2025, meeting the Port's target of a 15% reduction set under the Environmental Strategy 2023–2027.
- The Port has set a similar 15% reduction target for 2026, reinforcing its commitment to continuous improvement.

Segregation and Waste Infrastructure:

- Waste segregation expanded from 30% implementation in 2024 to fully implemented in 2025.
- Development of a dedicated waste collection and segregation area is underway to align with international standards for soil protection, hazardous containment, and safe material handling.
- A new scrap management facility is budgeted for 2026 to further strengthen compliance with local and global environmental guidelines.

Certified Waste Contractors:

To ensure environmental protection across all waste streams, the Port contracts only certified waste management providers. By 2025, contractor coverage expanded from a single general waste provider to include:

- General waste
- Waste oil

E-waste:

- Clinical waste
- Hazardous waste

This ensures proper treatment, recycling, and disposal in accordance with best international practices. Through enhanced oil spill response capability, strengthened hazardous material management, and measurable improvements in waste performance, Port of Salalah demonstrates a proactive, robust, and GRI aligned approach to protecting marine and terrestrial biodiversity. These initiatives reduce ecological risk, safeguard sensitive habitats, and reinforce the Port's role as a responsible steward of Oman's coastal environment.

STATEMENT OF USE	SALALAH PORT SERVICES SAOG HAS REPORTED IN ACCORDANCE WITH THE GRI STANDARDS FOR THE PERIOD OF JANUARY 1, 2025 - DECEMBER 31, 2025
GRI 1 USED	GRI 1: FOUNDATION 2021
APPLICABLE GRI SECTOR STANDARD(S)	NO GRI SECTOR STANDARDS APPLY TO SALALAH PORT SERVICES SAOG

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			MSX ESG DISCLOSURE METRIC
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GENERAL DISCLOSURES						
GRI 2: GENERAL DISCLOSURES 2021	2-1 ORGANISATIONAL DETAILS	Page: 10-13				
	2-2 ENTITIES INCLUDED IN THE ORGANISATION'S SUSTAINABILITY REPORTING	Page: 4				
	2-3 REPORTING PERIOD, FREQUENCY AND CONTACT POINT	Page: 4				G7 & G8
	2-4 RESTATEMENTS OF INFORMATION	Page: 4				
	2-5 EXTERNAL ASSURANCE	Page: 4				G9
	2-6 ACTIVITIES, VALUE CHAIN AND OTHER BUSINESS RELATIONSHIPS	Page: 10-13				
	2-7 EMPLOYEES	Page: 32-39				S5
	2-8 WORKERS WHO ARE NOT EMPLOYEES	Page: 32-39				
	2-9 GOVERNANCE STRUCTURE AND COMPOSITION	Page: 22-23				G1 & G2
	2-10 NOMINATION AND SELECTION OF THE HIGHEST GOVERNANCE BODY	Page: 22-23				

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			MSX ESG DISCLOSURE METRIC
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GENERAL DISCLOSURES						
GRI 2: GENERAL DISCLOSURES 2021	2-11 CHAIR OF THE HIGHEST GOVERNANCE BODY	Page: 22-23				
	2-12 ROLE OF THE HIGHEST GOVERNANCE BODY IN OVERSEEING THE MANAGEMENT OF IMPACTS	Page: 22-23				E8 & E9
	2-13 DELEGATION OF RESPONSIBILITY FOR MANAGING IMPACTS	Page: 22-23				
	2-14 ROLE OF THE HIGHEST GOVERNANCE BODY IN SUSTAINABILITY REPORTING	Page: 15-20				
	2-15 CONFLICTS OF INTEREST	Page: 26				
	2-16 COMMUNICATION OF CRITICAL CONCERNS	Page: 23-24				
	2-17 COLLECTIVE KNOWLEDGE OF THE HIGHEST GOVERNANCE BODY	Page:22-25				
	2-18 EVALUATION OF THE PERFORMANCE OF THE HIGHEST GOVERNANCE BODY	Page: 22-24				G3
	2-19 REMUNERATION POLICIES	Page: 22-23				S2
	2-20 PROCESS TO DETERMINE REMUNERATION	Page: 22-23				
	2-21 ANNUAL TOTAL COMPENSATION RATIO		Omitted	Confidential		S1
	2-22 STATEMENT ON SUSTAINABLE DEVELOPMENT STRATEGY	Page: 8				
	2-23 POLICY COMMITMENTS	Page: 22-30				

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			MSX ESG DISCLOSURE METRIC
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GENERAL DISCLOSURES						
GRI 2: GENERAL DISCLOSURES 2021	2-24 EMBEDDING POLICY COMMITMENTS	Page: 22-30				
	2-25 PROCESSES TO REMEDIATE NEGATIVE IMPACTS	Page: 23-26				
	2-26 MECHANISMS FOR SEEKING ADVICE AND RAISING CONCERNS	Page: 23-26				
	2-27 COMPLIANCE WITH LAWS AND REGULATIONS	Page: 22-26				
	2-28 MEMBERSHIP ASSOCIATIONS	Page: 13				
	2-29 APPROACH TO STAKEHOLDER ENGAGEMENT	Page: 15-20				
	2-30 COLLECTIVE BARGAINING AGREEMENTS		Omitted	N/A	Not Recorded	
MATERIAL TOPICS						
GRI 3: MATERIAL TOPICS 2021	3-1 PROCESS TO DETERMINE MATERIAL TOPICS	Page: 15-16				G8
	3-2 LIST OF MATERIAL TOPICS	Page: 16				

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			MSX ESG DISCLOSURE METRIC
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
ENERGY EFFICIENCY						
GRI 3: MATERIAL TOPICS 2021	3-3 MANAGEMENT OF MATERIAL TOPICS	Page: 57-59				E3, E4, E5 & E10
GRI 302: ENERGY 2016	DISCLOSURE 302-1 ENERGY CONSUMPTION WITHIN THE ORGANISATION	Page: 57-59				
	DISCLOSURE 302-2 ENERGY CONSUMPTION OUTSIDE THE ORGANISATION	Page: 57-59				
	DISCLOSURE 302-3 ENERGY INTENSITY	Page: 57-59				
	DISCLOSURE 302-4 REDUCTION OF ENERGY CONSUMPTION	Page: 57-59				
	DISCLOSURE 302-5 REDUCTIONS IN ENERGY REQUIREMENTS OF PRODUCTS AND SERVICES	Page: 57-59				
WATER MANAGEMENT						
GRI 3: MATERIAL TOPICS 2021	3-3 MANAGEMENT OF MATERIAL TOPICS	Page: 59-61				E6
GRI 303: WATER AND EFFLUENTS 2018	DISCLOSURE 303-1 INTERACTIONS WITH WATER AS A SHARED RESOURCE	Page: 59-61				
	DISCLOSURE 303-2 MANAGEMENT OF WATER DISCHARGE-RELATED IMPACTS	Page: 59-61				
	DISCLOSURE 303-3 WATER WITHDRAWAL	Page: 59-61				
	DISCLOSURE 303-4 WATER DISCHARGE	Page: 59-61				
	DISCLOSURE 303-5 WATER CONSUMPTION	Page: 59-61				

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			MSX ESG DISCLOSURE METRIC
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GHG EMISSIONS						
GRI 3: MATERIAL TOPICS 2021	3-3 MANAGEMENT OF MATERIAL TOPICS	Page: 53-56				E1, E2, & E7
GRI 305: EMISSIONS 2016	DISCLOSURE 305-1 DIRECT (SCOPE 1) GHG EMISSIONS	Page: 53-56				
	DISCLOSURE 305-2 ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS	Page: 53-56				
	DISCLOSURE 305-3 OTHER INDIRECT (SCOPE 3) GHG EMISSIONS	Page: 53-56				
	DISCLOSURE 305-4 GHG EMISSIONS INTENSITY	Page: 53-56				
	DISCLOSURE 305-5 REDUCTION OF GHG EMISSIONS	Page: 53-56				
	DISCLOSURE 305-6 EMISSIONS OF OZONE-DEPLETING SUBSTANCES (ODS)	Page: 53-56				
	DISCLOSURE 305-7 NITROGEN OXIDES (NOX), SULFUR OXIDES (SOX), AND OTHER SIGNIFICANT AIR EMISSIONS	Page: 53-56				
OCCUPATIONAL HEALTH AND SAFETY						
GRI 3: MATERIAL TOPICS 2021	3-3 MANAGEMENT OF MATERIAL TOPICS	Page: 40-44				S7 & S8
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	DISCLOSURE 403-1 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM	Page: 40-44				
	DISCLOSURE 403-2 HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION	Page: 40-44				
	DISCLOSURE 403-3 OCCUPATIONAL HEALTH SERVICES	Page: 40-44				

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			MSX ESG DISCLOSURE METRIC
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
OCCUPATIONAL HEALTH AND SAFETY						
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	DISCLOSURE 403-4 WORKER PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY	Page: 40-44				S7 & S8
	DISCLOSURE 403-5 WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY	Page: 40-44				
	DISCLOSURE 403-6 PROMOTION OF WORKER HEALTH	Page: 40-44				
	DISCLOSURE 403-7 PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS	Page: 40-44				
	DISCLOSURE 403-8 WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM	Page: 40-44				
	DISCLOSURE 403-9 WORK-RELATED INJURIES	Page: 40-44				
	DISCLOSURE 403-10 WORK-RELATED ILL HEALTH	Page: 40-44				
EMPLOYEE LEARNING AND DEVELOPMENT						
GRI 3: MATERIAL TOPICS 2021	3-3 MANAGEMENT OF MATERIAL TOPICS	Page: 37-39				
GRI 404: TRAINING AND EDUCATION 2016	DISCLOSURE 404-1 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE	Page: 37-39				
	DISCLOSURE 404-2 PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAMS	Page: 37-39				
	DISCLOSURE 404-3 PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS	Page: 37-39				

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			MSX ESG DISCLOSURE METRIC
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
DIVERSITY, EQUITY, AND INCLUSION						
GRI 3: MATERIAL TOPICS 2021	3-3 MANAGEMENT OF MATERIAL TOPICS	Page: 34-36				S3, S4, S5 & S6
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	DISCLOSURE 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES	Page: 34-36				
	OPTIONAL: DISCLOSURE 405-2 RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN	Page: 34-36				
THRIVING COMMUNITIES						
GRI 3: MATERIAL TOPICS 2021	3-3 MANAGEMENT OF MATERIAL TOPICS	Page: 45-49				S11
GRI 413: LOCAL COMMUNITIES 2016	DISCLOSURE 413-1 OPERATIONS WITH LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND DEVELOPMENT PROGRAMS	Page: 45-49				
	DISCLOSURE 413-2 OPERATIONS WITH SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE IMPACTS ON LOCAL COMMUNITIES	Page: 45-49				
GOVERNANCE						
GRI 3: MATERIAL TOPICS 2021	3-3 MANAGEMENT OF MATERIAL TOPICS	Page: 22-30				G5, G6



ميناء صلالة
Port of Salalah

PORT OF SALALAH

SUSTAINABILITY REPORT 2025