EGA 2025 Sustainability Report

Together, innovating aluminium to make modern life possible



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Aluminium helps make modern life possible. It is in the smartphone connecting you to loved ones, the aircraft making the world accessible, the buildings sheltering communities, and the vehicles moving people and goods.

As the global population grows and prosperity increases, demand for aluminium will continue to rise, and for good reason. Its remarkable combination of strength, lightness, durability, conductivity, and infinite recyclability makes it irreplaceable in addressing critical challenges, from clean energy infrastructure to sustainable transport.

At EGA, we recognise that producing this essential material comes with real environmental and social responsibilities. The way aluminium is made matters just as much as what it makes possible. That is why we are committed to confronting the impacts of our operations head-on: reducing emissions, protecting communities, employee health and safety, and continuously improving our processes. We believe the future that depends on aluminium also depends on how responsibly it is produced.

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01

Introduction

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2025 sustainability key metrics

About Emirates Global Aluminium

EGA’s role in the aluminium value chain

Quality products

Our purpose, mission, and values

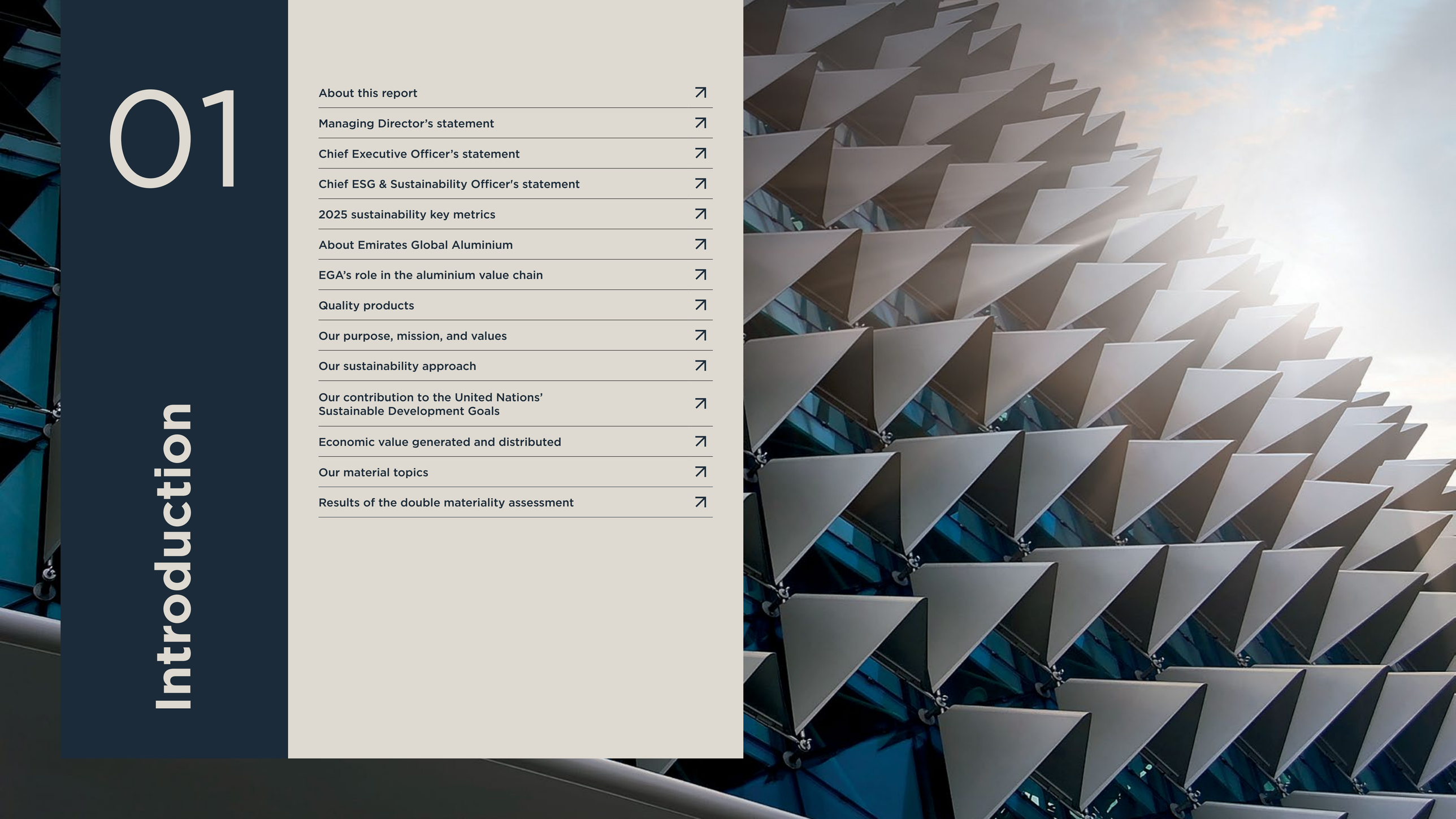
Our sustainability approach

Our contribution to the United Nations’ Sustainable Development Goals

Economic value generated and distributed

Our material topics

Results of the double materiality assessment



Introduction



About this report

Welcome to Emirates Global Aluminium's 2025 Sustainability Report.

At EGA, we believe business has a vital role in strengthening communities and protecting our planet. We are committed to transparency in how we deliver on our sustainability responsibilities. Our annual sustainability report demonstrates this commitment, building stakeholder trust through a comprehensive account of our progress and ongoing efforts.

Our reporting framework

This report aligns with:

- Global Reporting Initiative (GRI) Standards.[1]
- Disclosure requirements identified by the Aluminium Stewardship Initiative (ASI) Performance Standard.[2]
- We have also incorporated disclosures from the European Sustainability Reporting Standards (ESRS), as we prepare for compliance with the requirements of the EU Corporate Sustainability Report Directive (CSRD).

Scope of reporting

This report covers EGA's 2025 operations, including EGA Leichtmetall[3], our specialty foundry in Hannover, Germany, acquired in May 2024. EGA Spectro Alloys[4], our recycling plant in Minnesota, United States, is also covered, since we acquired an 80 per cent stake in the company in September 2024.

Operations at our bauxite mine in Guinea have been suspended since October 2024 and are not part of this report. In July 2025, the Government of the Republic of Guinea wrongfully declared the termination of the Basic Agreement it shared with EGA subsidiary Guinea Alumina Corporation (GAC). This led to the suspension of GAC's mining operations.

The reporting period of this report is 1 January 2025 to 31 December 2025. In some instances, we have also incorporated data and initiatives outside of this timeframe to illustrate trends in performance. EGA's sustainability reporting cycle is conducted on an annual basis.[5]

Between the end of the reporting period (31 December 2025) and the date of publication of this report, EGA has reviewed events occurring subsequent to the reporting period that may be material to the information disclosed.

Following the close of the reporting period, geopolitical instability across the wider region resulted in disruption to operations and in-bound and outbound logistics, and damage to EGA's Al Taweelah site. The safety and welfare of our people is always our first priority. These events, and our actions to manage them, are expected to have a material impact on some aspects of our sustainability performance in 2026.*

This disclosure is provided as a matter of good practice and to satisfy the reporting principles of accuracy, balance and completeness set out in GRI 1: Foundation 2021.

Independent assurance

Professional auditing firm TUV has independently assured disclosures from selected key performance areas in this report, including our most material sustainability topics, to ensure content accuracy and data quality. TÜV SÜD's assurance statement is provided in the appendix.

For more information on EGA's sustainability activities and performance, please contact **sustainability@ega.ae**

Topics in this report

Our report covers the three pillars of sustainability essential to our stakeholder expectations and our long-term business success. These are: safeguarding the environment, social responsibility, and good governance, together referred to as Environmental, Social and Governance (ESG).

This icon indicates that the corresponding KPI has been externally assured for the year 2025. The assurance statement can be found at the end of this report.

1 GRI is an independent, international organisation that helps businesses and other organisations take responsibility for their impacts by providing a global common language to communicate those impacts.

2 The ASI Performance Standard define environmental, social, and governance performance standards for sustainability issues specific to the aluminium value chain.

3 EGA Leichtmetall GmbH. For more information, visit here.

4 For more information, visit here: https://spectroalloys.com/en

5 EGA has published an annual sustainability report every year since 2017. Each report is available on our website at: https://www.ega.ae/en/sustainability

* For more information, visit here: https://media.ega.ae/ega-al-taweelah-siteat-kezad-sustains-significant-damage/



Managing Director's statement

Global demand for aluminium continues to rise as industries and governments seek lighter, more durable materials to support decarbonisation across transport, construction, and the energy sectors. This infinitely recyclable metal has a vital role to play in building a sustainable future. Our record metal sales of 2.83 million tonnes in 2025, serving more than 400 customers in over 50 countries, reflect both the strength of demand and EGA's ability to meet it. As we marked our 50th year in 2025, that commitment has never felt more meaningful.

Fifty years after our founding, EGA reached 50 million cumulative tonnes of cast metal produced since 1979. This milestone is a testament to the skill, dedication and resilience of our people across five decades.

2025 also brought one of our most significant challenges, when the Government of Guinea wrongfully terminated the agreement under which the Guinea Alumina Corporation concession was operated.

I want to acknowledge the approximately 2,000 employees and contractors whose livelihoods were affected, and I am proud of the way our teams responded, working with professionalism and care to support our people, maintain safe operations and employment for as long as possible, and honour our commitments to the communities of Guinea that had placed their trust in us.

Against this backdrop, our low-carbon growth strategy to 2040 continued to gather pace. We remain on track to reach net zero greenhouse gas emissions by 2050, and to achieve a 25 per cent reduction in emissions intensity by 2030 against our 2020 baseline.

Growing our global business

2025 saw EGA's low-carbon primary and recycled aluminium sales reach their highest levels to date, with 196,000 tonnes delivered to customers, representing a 70 per cent increase on the previous year. We are moving decisively to scale up our operations around the world.

In Germany, we announced plans for an advanced new EGA Leichtmetall recycling plant featuring X-ray and laser-sorting technologies to separate post-consumer scrap by alloy, grade, and impurity. This will increase the site's recycling capacity more than six-fold, adding 110,000 tonnes per year of scrap sorting capacity and 150,000 tonnes per year of melting and casting capacity. It will also enable, for the first time, the manufacturing of high-quality aluminium from post-consumer scrap for applications in the automotive and aviation sectors.

At EGA Spectro Alloys in the United States, we completed the first phase of a plant expansion, adding 65,000 tonnes of billet capacity, and announced a further phase that will bring total capacity to 200,000 tonnes of recycled aluminium per year during 2027.

Our plans to build EGA's first new primary aluminium production smelter in the United States also progressed, including the signing of an exclusive land option agreement in Oklahoma and a joint development agreement with Century Aluminum Company. Through this partnership, EGA will hold a 60 per cent stake in the project, combining EGA's smelting technology and operational expertise with Century's experience in the U.S. aluminium production industry. This represents a significant moment in EGA's international growth.

Meanwhile, in the UAE, our project to build the country's largest aluminium recycling plant at Al Taweelah, with an annual capacity of 185,000 tonnes, is nearing completion. Production began early in 2026.

New products powered by cleaner energy

CelestiAL, our solar-powered aluminium product brand, reached record production over 97,000 tonnes in 2025, and we signed a series of agreements that will enable EGA to significantly increase CelestiAL production. Our agreements with TAQA, DUBAL Holding and EWEC represent a landmark decarbonisation project in the history of the global aluminium industry. Together we will expand renewable and clean energy development across the country, with EGA becoming the largest single electricity customer on the Abu Dhabi grid.

The collaboration also unlocks opportunities for MinimAL, a new low-carbon product we launched in 2025, made using electricity from the UAE's Barakah Nuclear Energy Plant. MinimAL positions the UAE as a reliable source of low-carbon metal and further broadens EGA's offer for customers committed to reducing Scope 3 emissions.

We expect CelestiAL and MinimAL to account for almost half our primary production by the end of 2028, depending on market demand.

Product partnerships

EGA continues to strengthen partnerships across the global aluminium value chain. Our collaborations with Hyundai Motor Company and Sanko Metal Industrial support the development and supply of high-quality aluminium products for advanced manufacturing and construction applications.

At the same time, partnerships with Sunstone Development to develop a local anode manufacturing facility and with Abu Dhabi National Oil Company to supply calcined petroleum coke strengthen local supply chains, help to reduce transport distances and associated supply-chain carbon emissions and create further local economic opportunity.

Together, these collaborations reflect our commitment to innovation, resilient supply chains, and more sustainable aluminium production.

Technology leadership

Another important step towards our net zero goals was taken in 2025, when EGA began a pilot to produce hot metal using EX reduction cells, our next-generation aluminium smelting technology. Successful industrialisation of EX will further strengthen EGA's position as the leading technology provider in global aluminium sector and provide strategic foundation for future low-carbon primary aluminium growth. EX produces more aluminium using less energy per tonne and with lower emissions, and uses AI and advanced data analytics.

Giving back

At EGA, our responsibility extends beyond the boundaries of our operations. In 2025, corporate social responsibility teams continued to build on the partnerships and programmes that connect us to the societies where we live and work. From encouraging the next generation of UAE students into STEM careers, to promoting aluminium recycling and empowering the next generation of UAE entrepreneurs, these efforts reflect our belief that a truly sustainable business must create value for people, not only for shareholders. In our 50th year, giving back to our communities is not just something we do - it is part of who we are.

To every one of EGA's stakeholders, from employees and contractors to our industry partners, shareholders, suppliers and communities, I offer my sincere gratitude for the commitment to EGA's continued success. We have made considerable progress in the past year, and there is much to look forward to.

Abdulla Kalban
Managing Director



Chief Executive Officer's statement

Safety first and always

The health, safety and wellbeing of our employees, contractors, and neighbouring communities is our highest priority at EGA. I am pleased to report that in 2025, there were no high-consequence work-related injuries reported across any of our locations around the world. To me, this matters more than any financial result.

Our SafeStart programme continues to equip our people with practical tools to recognise the human factors that cause most workplace accidents, such as rushing, fatigue, and complacency. In 2025, more than 3,200 SafeStart courses were completed across seven modules by our teams.

We also deepened our commitment to safety by signing a cooperation agreement with the Abu Dhabi Civil Defence Authority - the first of its kind between the Authority and a major industrial company in Abu Dhabi - establishing a framework for joint training, technical knowledge exchange, and shared best practice in fire safety and emergency response across the Al Taweelah Industrial Area.

Transparency and accountability

I am proud that during the year, EGA maintained our role as a sustainability leader in the aluminium sector. We received Aluminium Stewardship Initiative re-certification against the ASI Performance Standard V3.1, and awarded a 'high maturity' rating for our facilities in Jebel Ali and Al Taweelah.

EGA was the first company to participate in the UAE's national digital MRV system for greenhouse gas emissions, and we are committed to raising the bar on how we measure, report, and improve our environmental performance. In 2025, EGA was named an Industry 4.0 Global Lighthouse by the World Economic Forum, recognising our work to apply Fourth Industrial Revolution technologies to improve efficiency, sustainability and innovation.

Transparency is fundamental to our approach, and in that spirit, I would like to address the closure of our operations in Guinea. Following the Government of Guinea's decision to terminate the agreement under which we established the Guinea Alumina Corporation, approximately 2,000 employees and contractors were impacted. We worked to support GAC's workforce and maintain operations for as long as possible during a challenging period. Our focus has been to honour the economic and social commitment to our people, their families and to the Republic of Guinea.

Investing in talent

Our success depends on our people, and in 2025 we deepened our investment in talent significantly. We launched EGA Academy, a strategic initiative to transform capability-building and career development in support of our future growth and the UAE's industrial ambitions under Operation 300bn. As part of a new agreement with the Department of Government Enablement, we have pledged to recruit over 200 UAE Nationals into EGA Academy's training programmes.

Gender diversity is strengthening our organisation in ways that are now clearly visible in our numbers. By the end of 2025, EGA employed 863 women across our UAE operations, representing a gender diversity rate of 12.1 per cent - up from 9.6 per cent of all positions at the end of 2024. I am pleased to report that we met our target of women holding 25 per cent of supervisory positions. Emirati women are at the heart of this progress, accounting for 59.6 per cent of our female workforce - 514 employees - and more than 440 women are now working in operational roles across our plants. We will continue to raise our ambitions: our goal of women holding 15 per cent of all roles by the end of 2026 remains firmly in our sights.

During the year, we welcomed ENEC as the latest member of EGA's Challenger Programme, a partnership with a number of major industrial businesses in the UAE who, like us, are committed to furthering gender diversity, empowering female talent and creating progressive workplace cultures.

We also unveiled gender-inclusive safety signage at our plants - which we have made available freely for use by industry peers - and launched a mentorship programme for female UAE National students.

Supporting our economy and communities

Our purpose - together, innovating aluminium to make modern life possible - means more than what happens inside our plants. It means actively creating opportunities for sustainable economic growth in the communities and countries where we operate.

For 50 years, EGA has helped to drive the UAE's industrial growth and strengthen the nation's economy. Our aluminium remains the largest UAE-made export after oil and gas. In 2025, our UAE local procurement reached AED 8.14 billion ($2.22 billion), representing 42 per cent of our total global procurement spend. We also completed a debottlenecking expansion at our Al Taweelah alumina refinery, unlocking up to 50,000 additional tonnes per year of production capacity and further strengthening our ability to meet the UAE's growing industrial needs.

Looking ahead, we announced that EGA and Sunstone will begin construction of a 300,000 tonnes per year anode manufacturing plant in Abu Dhabi, with first production expected as early as 2028 - deepening local supply chains and reducing our dependence on imported raw materials. EGA's contribution to the industrial development of this nation was recognised at the 55th session of the GCC Industrial Ministers Council, where we received the Gulf Industrial Excellence Award - an honour that belongs to every person who has contributed to EGA's success over the past 50 years.

As we enter our next 50 years, we do so with clarity of purpose, pride in our people, and an unwavering commitment to responsible growth. I am grateful to every person who contributes to EGA's success and places their trust in us. We will continue to earn it.

Abdulnasser Bin Kalban
Chief Executive Officer



Chief ESG & Sustainability Officer's statement

A first address and safety of our people

This is the first time I am addressing you in EGA's Sustainability Report as Chief ESG and Sustainability Officer.

Safety is the foundation on which everything we do is built, and it is the lens through which I assess every decision in my role. Our zero-harm strategy reflects our belief that every person on our land - our employees, our contractors, and every partner who contributes to our metal production and operational efficiency - should return home safe, healthy, and fulfilled. We recognise that widening this responsibility makes our goal more challenging, but it is the right thing to do, and we are embedding a culture of care and vigilance into every layer of our operations to deliver on it.

In 2025, our total recordable injury frequency rate was up approximately 16 per cent year-on-year. Although our injury rate remains low compared to industry benchmarks, any upward movement demands action, and targeted training, traffic assessments, and strengthened hazard controls are already underway. Heat remains a distinct challenge in our operating environment. One recordable heat-related case was reported, the first in several years, and it reinforces that our work here is not finished.

Decarbonisation and responsible production

In 2025, I led the definition of EGA's decarbonisation trajectory and the formal setting of our emissions intensity reduction targets, aligned with a 1.5 degrees Celsius warming scenario. By 2030, EGA is committed to reducing cradle-to-gate emissions intensity by 25 per cent against our 2020 base year, covering scope 1, 2 and upstream scope 3. These are commitments backed by rigorous cross-functional analysis and monitored through transparent reporting. EGA was also the first company to participate in the UAE's national digital MRV system for greenhouse gas emissions, reinforcing our accountability to the highest reporting standards.

The credibility of our management systems was further confirmed when EGA received re-certification against the Aluminium Stewardship Initiative Performance Standard V3.1, with a 'high maturity' rating at both Jebel Ali and Al Taweelah. The high maturity rating specifically signals that EGA is not just meeting requirements but operating at the leading edge of how those requirements are embedded, monitored and improved. It also demonstrates to customers, investors and regulators that EGA's sustainability claims are independently verified, not self-reported.

Value creation from sustainability

One of the most important shifts I have worked to embed in our organisation is the understanding that ESG is not a cost centre - it is a source of value. Enhanced brand positioning, stronger ESG ratings, greater investor confidence as we pursue our international growth ambitions, deeper customer trust, and a more engaged and productive workforce: these are real returns, and they compound over time.

Our 2025 ESG strategy review was informed by our material topics and further shaped by stakeholder engagement, customer insight, and employee interviews. Clarifying governance, defining cross-functional roles and responsibilities, and building the ESG competencies of our people are the foundations that will determine whether our ambitions translate into results. The ESG strategy sets out more than 30 defined initiatives with six already embedded in our operations, thirteen actively underway, and twelve new commitments that reflect where we are raising our ambitions. Each initiative was assessed for financial viability, and the mitigation of regulatory, reputational, and operational risks. Sustainability must make business sense, and we have demonstrated that it does.

Environmental stewardship and nature

On waste, we achieved 100 per cent recycling of spent pot lining, dross and carbon dust in 2025. We are targeting zero landfill by 2030. On nature, our Dry Forest restoration pilot at Al Taweelah resulted in 13,000 planted native species. Our Hawksbill turtle conservation programme, in its fourteenth consecutive year, produced 143 hatchlings from two protected nests, adding to the 7,643 hatchlings supported since 2011. In 2025, we also hosted the Biodiversity Day at EGA for the first time, bringing together 75 employees and stakeholders to witness the release of seven rehabilitated sea turtles at Jebel Ali, an event that has since been established as an annual commitment. Three beach clean-ups brought together 186 volunteers, including external partners, removing over 4.6 tonnes of waste from our shorelines.

Value creation, people and community

I became the region's first woman to serve as a potline operations manager in the aluminium industry in 2006. That experience gave me a deep appreciation for what opens doors to people - mentorship, opportunity, and seeing someone who has gone before you. It is why investing in the next generation is not a footnote in our sustainability work. It is central to it.

EGA's investment in people continued to grow in 2025 with the launch of the EGA Academy, a unified development platform serving employees at every level. We co-convened the ADNOC CSO Network Impact Dialogue with over 140 regional sustainability leaders and supported Cohort 3 of the UAE Sustainability Fellowship, strengthening the pipeline of sustainability professionals across the UAE. I am proud that by year end, women held 25 per cent of supervisory positions at EGA.

Looking ahead

As EGA grows, expanding production, scaling low-carbon products, and extending our global footprint, the role of ESG leadership becomes more consequential. I am committed to pushing our ambitions forward and holding ourselves accountable through transparent reporting. The work is not finished. But I have never been more confident in the direction we are heading.

Najeeba Al Jabri
Chief ESG & Sustainability Officer

2025 sustainability key metrics

Global developments

70%
up from 2024
record sales of 196,000 tonnes in low-carbon and recycled aluminium sales

All UAE and German facilities ASI Performance Standard certified

ASI Performance Standard re-certification of UAE operations, achieving high maturity ranking

Announced plans to develop a US smelter with an annual production capacity of 750,000 tonnes aluminium

Added 65,000 tonnes of recycled billet capacity to EGA Spectro Alloys

Growing low carbon aluminium

35% increase in production of CelestiAL solar aluminium to 97,669 tonnes from 2024

31% increase in sales of low carbon aluminium from the UAE including CelestiAL, CelestiAL-R, MinimAL and MinimAL-R to 110,000 tonnes

175% increase in sales of recycled aluminium RevivAL by global operations to 86,000 tonnes

Environmental progress

100% of SPL, dross and carbon dust recycled in the UAE

Inclusive, local employment

47% in-focus Emiratisation rate

20% of our UAE workforce were UAE nationals

25% supervisory and management roles in UAE held by women

41% of new hires in the UAE in 2025 were women

1,845 volunteering hours in the UAE

Community investment

56% increase in community investment compared to 2024

Commissioned the UAE's largest aluminium recycling facility

185,000
tonnes annually

Safety working

3,216 attendees across all SafeStart training sessions in the UAE

1.22 per million hours worked Total Recordable Injury Frequency Rate (TRIFR) in the UAE

1.85 per million hours worked Total Recordable Injury Frequency Rate (TRIFR) for EGA Group

About Emirates Global Aluminium

EGA is the largest ‘premium aluminium’ producer in the world, supplying more than 400 customers in 50+ countries

EGA is an integrated aluminium producer, and the biggest industrial company in the UAE outside of oil and gas. We produce one-in-every-25 tonnes of aluminium made worldwide – equivalent to 4 per cent of the world’s total production.

Our operations span from refining to recycling. We operate smelters in Abu Dhabi and Dubai, with their own production facilities, casthouses and captive power plants. Both are connected to the grid with access to solar energy.

Our operations also include:

- An alumina refinery in UAE
- A specialty foundry in Germany
- An aluminium recycling plant in the United States
- An aluminium recycling plant in UAE[6]

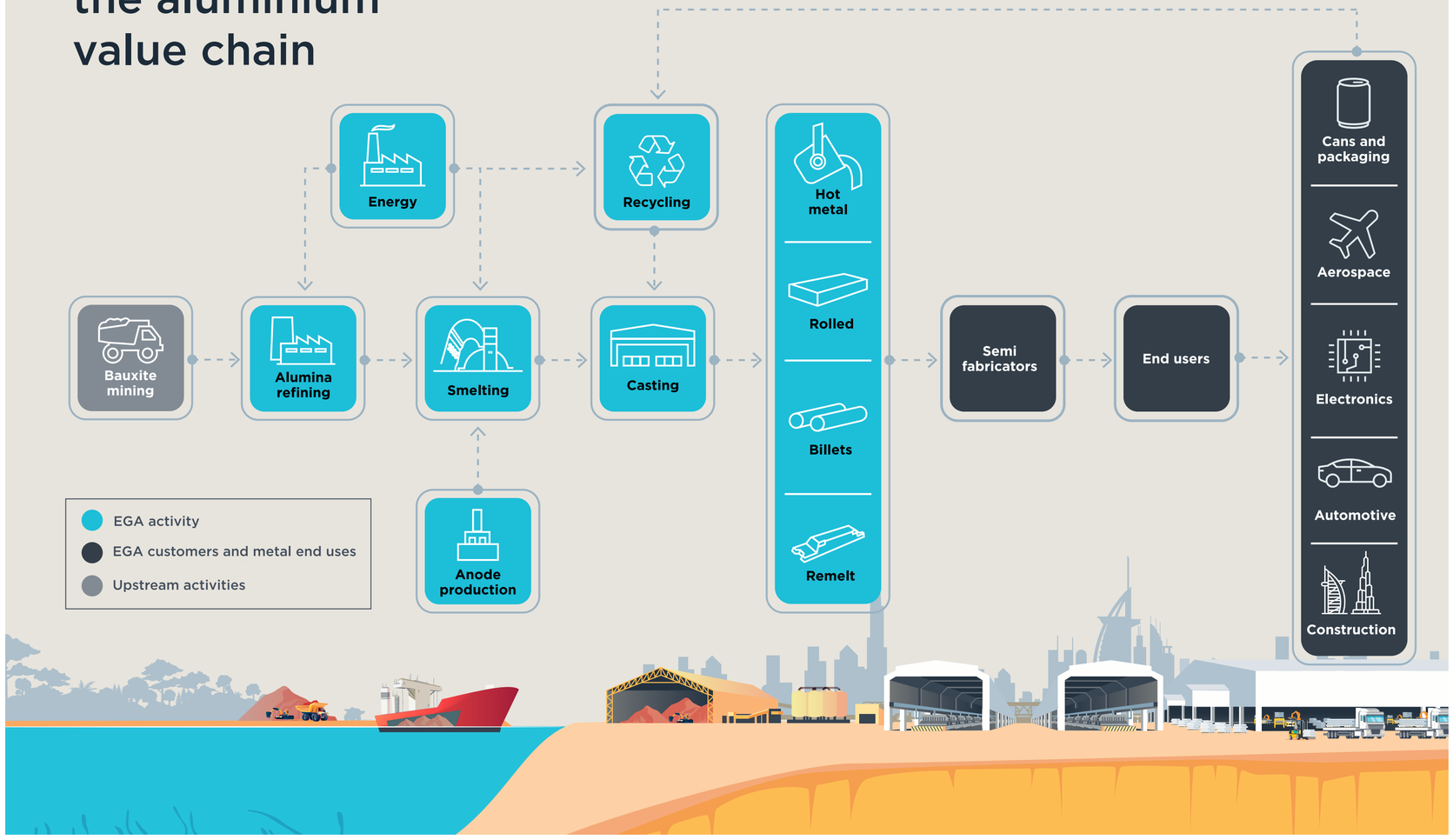
Our history

EGA was established in 2014 through the merger of Emirates Aluminium and Dubai Aluminium, building on a legacy that began in the 1970s with the founding of Dubai Aluminium.

In 2024, we expanded our operations by acquiring a specialty foundry in Germany, Leichtmetall Aluminium Giesserei Hannover GmbH, and a majority stake in the United States aluminium recycling company Spectro Alloys.

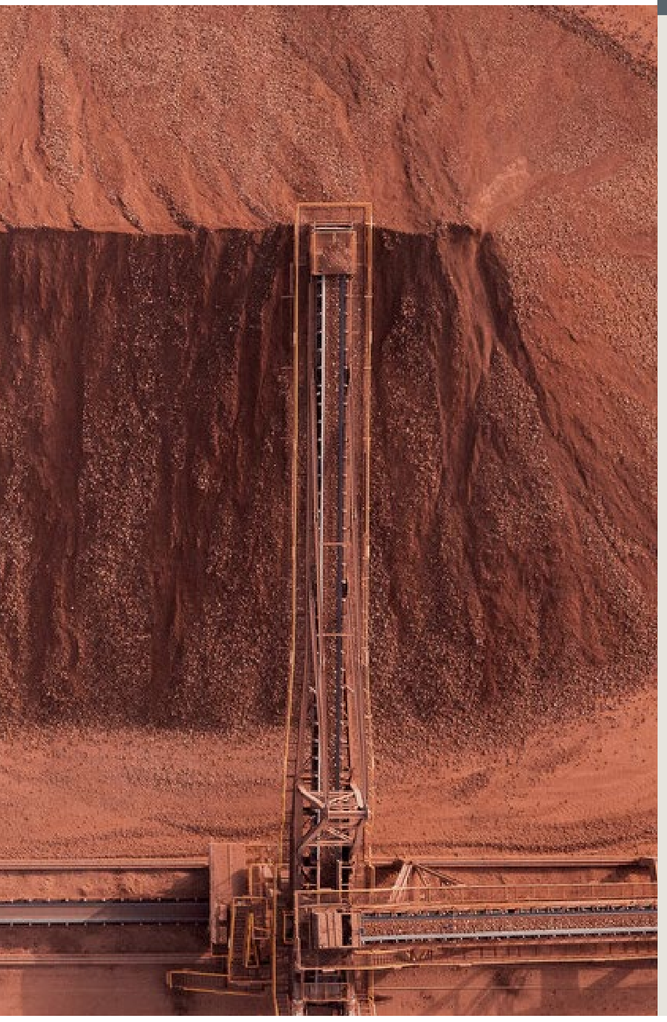
Headquartered in the UAE, today EGA makes almost half of the aluminium produced in the Gulf. The company is jointly owned by Mubadala Investment Company of Abu Dhabi and Investment Corporation of Dubai.

EGA’s role in the aluminium value chain



6 Operations began in Q1 2026.

Aluminium story



1. Alumina refining

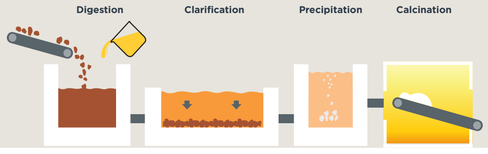
Bauxite is refined into alumina using the Bayer process. Two-to-three tonnes of bauxite are required to produce one tonne of alumina, the raw compound from which aluminium is extracted and refined.

It begins with digestion, when hot caustic soda is added to bauxite. This dissolves bauxite's aluminium-bearing minerals. In the clarification stage, the solid waste and liquor are separated. During the precipitation stage, alumina crystals are formed and recovered. Finally, calcination takes place, a roasting process to remove remaining water.

EGA, alumina refinery

AL TAWEELAH, UAE

- Met 46 per cent of EGA's alumina requirements in 2025.
- The site is the size of 200 football fields.
- 1st alumina refinery in the UAE.
- Certified to ASI Performance Standards since 2023.



2-3. Aluminium smelting & casting

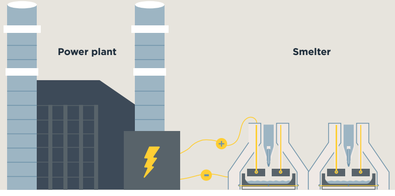
During the smelting process, substantial energy is needed to break chemical bonds and separate aluminium from oxygen in alumina. Approximately two tonnes of alumina is needed to yield one tonne of aluminium.

Once separated, the molten aluminium is transferred to the casthouse, where it is transformed into finished products through various casting methods. Depending on customer specifications, we add specific alloys before the metal solidifies, tailoring the material's properties to meet precise requirements.

EGA, smelting, casting, anode production, power, and water

AL TAWEELAH, UAE

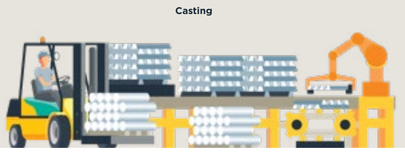
- Commissioned in 2009, second phase in 2013.
- 1,266 reduction cells in three potlines.
- Nine casting stations producing more than 1.5 million tonnes of aluminium.
- 3,500 MW natural gas power plant.
- 6.25 million gallons of seawater reverse osmosis capacity installed.



- The site is the size of 555 football fields.
- The site includes our head office.
- 1st site in Middle East certified to the ASI Performance Standard, in 2019.

JEBEL ALI, UAE

- Commissioned in 1979, with eight separate expansions since then.
- 1,577 reduction cells in seven potlines.
- 12 casting stations producing more than 1.1 million tonnes of aluminium.
- 2,990 MW natural gas power plant.
- 30 million gallon capacity of multi-stage flash distillation.
- 10.5 million gallons of seawater reverse osmosis capacity.
- The site is the size of 250 football fields.
- Certified against the ASI Performance Standard since 2021.



4. Aluminium recycling

Aluminium is infinitely recyclable. It can be recycled time and time again without losing its properties or quality, and the recycling process uses only about 5 per cent of the energy required to produce primary aluminium from bauxite.

Aluminium recycling involves the collection and processing of pre- and post-consumer scrap from various sources, including old vehicles, building materials, and packaging. Once collected, the scrap is sorted using advanced sorting and analysis technology to produce the wide variety of alloys required by customers. Advanced melting technology, liquid metal treatment, and casting processes then transform aluminium scrap into high-grade aluminium used by various industries including automotive, aerospace, construction, and consumer goods.

Al Taweelah recycling plant

AL TAWEELAH, UAE

- UAE's largest recycling plant opened in 2026.
- Production capacity of 185,000 tonnes per year.
- Equipped with a 90 thousand tonnes per year melting furnace and two 90 tonne capacity holding furnaces.
- Scrap sorting system can shred and segregate up to 150 thousand tonnes of scrap per year.
- Result in growth of our recycled aluminium brands RevivAL, CelestiAL-R and MinimAL-R.



EGA Leichtmetall, specialty foundry

HANNOVER, GERMANY

- Approximate melting and casting capacity of around 30 thousand tonnes per year using 100 per cent renewable electricity.[7]
- Approximately 80 per cent of secondary aluminium as input metal.
- Uses proprietary inductive melting technology, liquid metal treatment, and casting processes developed over more than four decades.
- Certified against the ASI Performance Standard since 2023.

EGA Spectro Alloys, aluminium recycling plant

ROSEMOUNT, MINNESOTA, USA

- Recycling capacity of 165,000 tonnes per year.
- Recent expansion project at Rosemount site has added approximately 65,000 tonnes of billet capacity.[8]
- Uses advanced sorting and analysis technology to produce the wide variety of alloys required by customers with high proportions of scrap.
- EGA Spectro Alloy's metal is marketed under EGA's recycled aluminium product brand RevivAL.

7 Procured from renewable electricity suppliers via the public grid, verified through Guarantees of Origin that are cancelled in the German Federal Environment Agency's Registry.

8 For more information, visit here: EGA Spectro Alloys to further expand Minnesota aluminium recycling plant



EGA products and end-users

Cast aluminium

A liquid aluminium at over 700 degrees Celsius is poured into moulds. The moulds are cooled and the aluminium solidifies, ready to be shipped to customers. EGA primarily supplies high-purity and foundry remelt products to manufacturers in the aerospace, automotive, and electronics industries.

Re-melt purity products[9]

- Standard ingots
- T-ingots
- Low profile sow ingots
- Standard profile sow ingots
- High profile sow ingots

Re-melt foundry products

- Standard ingots
- T-ingots
- B-ingots
- HDC small ingots
- Properzi ingots





Rolled products

EGA uses state-of-the-art Low Head Composite casting technology. This produces sheet ingots of a very high standard with a superior surface quality. Sheet ingots are used by the packaging and printing industries, and by the automotive industry to manufacture vehicles using EGA's lightweight aluminium sheet ingots.

Billets

EGA billets are produced using Airslip technology and are ultrasound inspected and homogenised before delivery. EGA supplies billets to end-users in industries including transportation and automotive, construction, engineering, and consumer durables.





Molten metal

EGA delivers molten metal to nearby customers including Ducab Aluminium Company in Khalifa Economic Zone Abu Dhabi (KEZAD). Molten metal is delivered in sealed crucibles via a dedicated hot metal road. The preheated 14.5 tonne crucibles can keep the metal liquid, at around 780 degrees Celsius, for up to 16 hours. This direct delivery of molten metal means customers do not need to re-melt the metal, thereby significantly reducing their energy consumption and emissions.

Low-carbon products[10]

CELESTIAL SOLAR ALUMINIUM

Made using solar power

MINIMAL[11] LOW-CARBON ALUMINIUM

Made using other low-carbon power e.g. nuclear

REVIVAL RECYCLED ALUMINIUM

Recycled aluminium, produced from pre- and post-consumer scrap

CELESTIAL-R
MINIMAL-R

Low-carbon aluminium blended with recycled aluminium

9 For a full list of re-melt purity products, visit here: Primary aluminium

10 The quantification and reporting of EGA's product carbon footprint including our primary aluminium ingot, CelestiAL, and CelestiAL-R can be found at: Our policies and certifications

11 For more information, visit here: EGA and ENEC deliver first aluminium produced with carbon-free nuclear energy

Quality products

EGA is the world's largest producer of premium aluminium, the industry term for value-added products. These include alloy ingots, billets, and sheets with enhanced properties or exceptional purity, manufactured to precise customer specifications.

Our products serve the automotive, aerospace, electronics, packaging, and construction industries. We work closely with customers, applying our technical expertise to identify optimal specifications and alloys that deliver the best cost-performance balance for their applications.

In 2025, EGA sold 109 thousand tonnes of CelestiAL, our aluminium brand produced using solar power. BMW Group continued to be the largest customer for this low-carbon metal, receiving only CelestiAL-R, our solar aluminium enriched with recycled content.

> Our portfolio and sales of low carbon metal are growing fast reflecting both EGA's commitment to carbon reductions and real market demand. Soon more than 10 per cent of our sales will be low carbon metal and we expect the growth trend to continue, supported by our expansion in the recycling space.



Adel Abubakar
Chief Marketing Officer, EGA

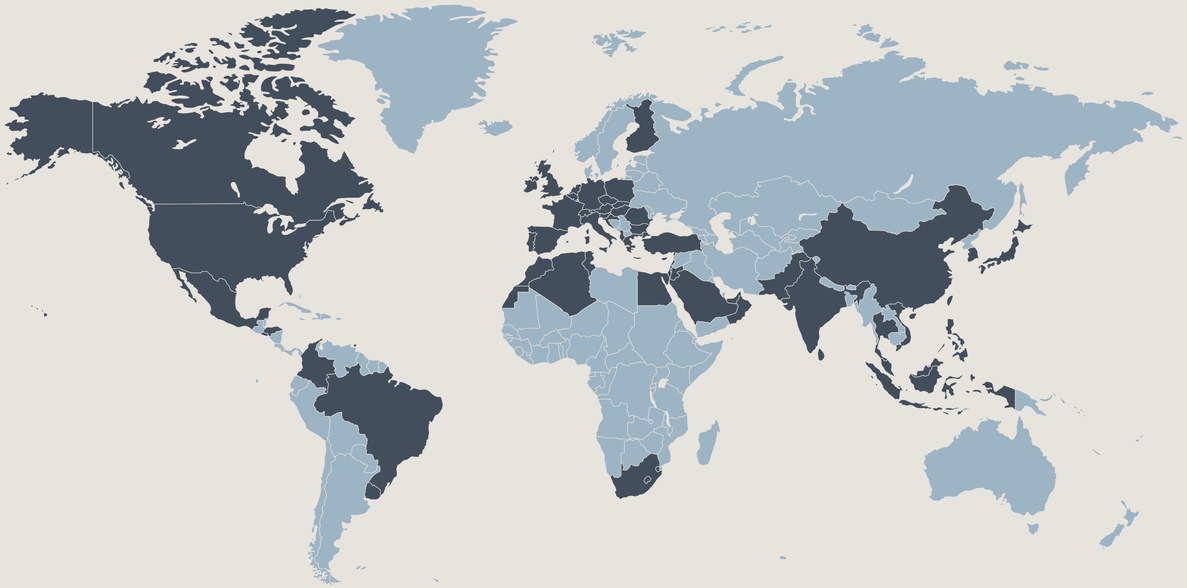


2025 metal production	
CAST METAL PRODUCED IN THE UAE (million tonnes)	2.75
VALUE ADDED PRODUCTS IN THE UAE	81%
AVERAGE PURITY IN THE UAE	99.9%
CAST METAL PRODUCED IN GERMANY (thousand tonnes)	17
CAST METAL PRODUCED IN USA (thousand tonnes)	72
TOTAL LOW CARBON (CELESTIAL, CELESTIAL-R, MINIMAL, MINIMAL-R, REVIVAL) SALES (thousand tonnes)	196



2025 raw material production	
ALUMINA PRODUCED IN UAE (million tonnes)	2.40

EGA's primary aluminium was shipped to more than 400 customers in over 50 countries around the world in 2025.



Our purpose, mission, and values

A clearly defined purpose, mission, and values are essential for long-term success. It is essential to provide internal and external stakeholders with clarity on intent and how an organisation plans to achieve its objectives.

At EGA, wherever we work and whatever our task, we are united by our purpose and our mission.

Our purpose

Together, innovating aluminium to make modern life possible.

Our mission

To generate value from mining to metal.

The concept of the UAE becoming a major aluminium producer was a bold and innovative vision. In 1979, Sheikh Rashid united experts from both our country and around the world to turn this vision into reality.

What do our purpose and mission mean today?

They mean we have more to do – for the world, for societies in which we operate, for us all as EGA's people, and for our shareholders.

We have bold aspirations in each of these areas, which we must fulfil in the decades ahead.

Our culture is the bedrock on which we build. Everyone at EGA helped define the values that we believe are essential.

For the world

- Building deep customer partnerships to grow the use of the metal of the future.
- Embedding sustainability in everything we do.

For our societies

- Driving sustainable economic growth.
- Innovating the future of aluminium production.

For our people

- Always putting safety first
- Becoming a talent-driven organisation.

For our shareholders

- Delivering competitive returns.
- Growing our business for the future.

Safety & sustainability

- We always put safety first. We care for our people, our workplace, our communities, and our planet.

Integrity & fairness

- We act with integrity and fairness with our stakeholders and each other at all times.

Ownership & teamwork

- We deliver results through personal ownership and effective team collaboration.

Innovation & continuous improvement

- We create value through innovation and continuously improve our business, operations, and ourselves.





Challenges and opportunities

Generating electricity creates over 60 per cent of the global aluminium industry's greenhouse gas emissions, mostly because this source of power typically comes from fossil fuels.[12]

The transition to solar energy presents a significant opportunity to reduce greenhouse gas emissions associated with aluminium smelting. The UAE's exceptional solar irradiance and extensive areas of low-biodiversity desert land create favourable conditions for large-scale solar power development. With some of the highest average daily peak sun hours in the world and reduced impact from land-use change, the UAE is well positioned to expand renewable energy generation at the scale that industrial decarbonisation requires.

Solar in action

EGA produced 97,669 tonnes of CelestiAL solar aluminium in 2025, up from 72,470 in 2024, 66,000 in 2023 and 57,000 in 2022. BMW Group remained the largest customer for this low-carbon metal. EGA also supplies CelestiAL to:

- Mercedes-Benz parts-maker Hammerer Aluminium Industries
- Kobe Steel for manufacturing automotive body sheets for Nissan
- Hyundai Mobis, the global automotive parts maker[13]
- Brembo, supplies advanced braking systems to high-performance road and racetrack cars and motorcycles[14]
- Sankyo Tateyama, leading Japanese manufacturer of aluminium components for architectural and industrial applications, through our strategic partner ITOCHU Corporation[15]
- Mohammed Bin Rashid Space Centre for use in the region's most advanced commercial satellite in the field of high-resolution satellite imagery. This was launched in January 2025.[16]

To produce CelestiAL, EGA secures renewable energy certificates from grid connected facilities. An example of this is Noor Abu Dhabi, one of the world's largest standalone solar power plant, located in Sweihan and operated in partnership with the Emirates Water and Electricity Company (EWEC).

Renewable energy and recycling

Recycling aluminium requires 95 per cent less electricity than producing new metal. Combining solar power with recycling offers an ever bigger opportunity to reduce GHG emissions.

Our CelestiAL-R is the world's first aluminium blend made using solar power and recycled metal. Since its launch in 2023, with BMW Group as the inaugural customer, all aluminium supplied to them has been CelestiAL-R. In 2024, we extended this partnership by renewing and expanding our supply agreement.

In 2025, international demand for lower-carbon aluminium continued to increase, and we grew the CelestiAL brand through three new supply agreements.

In Q1 2026, operations commenced at the UAE's largest aluminium recycling plant at our Al Taweelah site. Using pre-consumer scrap and post-consumer waste, the facility will supply local and global markets with low-carbon, high-quality aluminium under the product name RevivAL. We have successfully charged the site's furnace with scrap metal, with full construction completion expected by the end of the first quarter of 2026.

In 2025, we delivered the UAE's first low-carbon aluminium using electricity generated at Barakah Nuclear Energy Plant, located in the Al Dhafra region of Abu Dhabi. This approach lowers the emissions associated with smelting. We supply this low-carbon aluminium under the product name MinimAL.[17]



12 Aluminium industry net zero-tracker 2024, World Economic Forum, available at: Aluminium industry

13 For more information, visit here: EGA supplies CelestiAL solar aluminium to global automotive parts maker Hyundai Mobis

14 For more information, visit here: EGA supplies CelestiAL solar aluminium to Brembo, global leader in braking solutions

15 For more information, visit here: EGA to deliver first-ever CelestiAL – R billets to leading Japanese manufacturer Sanko Tateyama

16 For more information, visit here: EGA celebrates launch of MBZ-SAT, built with EGA's CelestiAL solar aluminium

17 For more information, visit here: EGA and ENEC: Carbon-Free Nuclear Aluminium Production

Our sustainability approach

Aluminium has a vital role to play in building a sustainable future. At EGA, we are committed to producing it responsibly, respecting both people and the planet at every stage.

The aluminium context

From wind turbines to electric vehicles, aluminium is playing a key part in powering the net zero transition. It makes transport lighter and more efficient, helps products last longer, and can be recycled over and over again.

But its production has an impact on the planet. Mining changes landscapes. Refining creates substantial by-products. Smelting demands a large amount of energy. Our operations generate emissions and waste that must be carefully managed.

That is why our sustainable development approach directly addresses each challenge through innovation and rigorous controls. Equally important is our commitment to the people who work for us, those in our supply chain, and our communities.

Industry best practice

We have built our sustainability approach around the Aluminium Stewardship Initiative (ASI) Performance Standard because it addresses what matters most in our industry.

This standard was not created in isolation. It was developed from years of collaboration between companies, NGOs, and other stakeholders across the aluminium sector. It represents consensus on how to operate responsibly at every stage of the entire value chain.

Aligning with the ASI Performance Standard means conducting business with integrity and maintaining effective policies and procedures across environmental, social, and governance matters, including a firm commitment to respecting human rights and the wellbeing of the communities in which operations take place. This alignment includes:

- Being transparent and reporting on sustainability performance in accordance with internationally recognised standards.
- Respecting and upholding human rights across operations and throughout the value chain, ensuring that the people who work for and alongside EGA, and the communities that host operations, are treated with dignity, fairness, and care.
- Engaging openly and honestly with local communities, recognising that the land, water, livelihoods, and cultural heritage of those communities deserve the same level of protection as the physical environment.
- Taking a life cycle perspective and promoting resource efficiency, considering the social and community impacts of decisions at every stage, from raw material sourcing to end-of-life product management.
- Reducing greenhouse gas emissions to mitigate climate impact, recognising that the communities most vulnerable to climate change are often those least responsible for it.
- Minimising emissions and waste that can affect human health and the environment, with particular attention to the health of workers, neighbouring communities, and those in areas where operations have a direct physical footprint.

2017 EGA was the first organisation in the Middle East to join ASI.

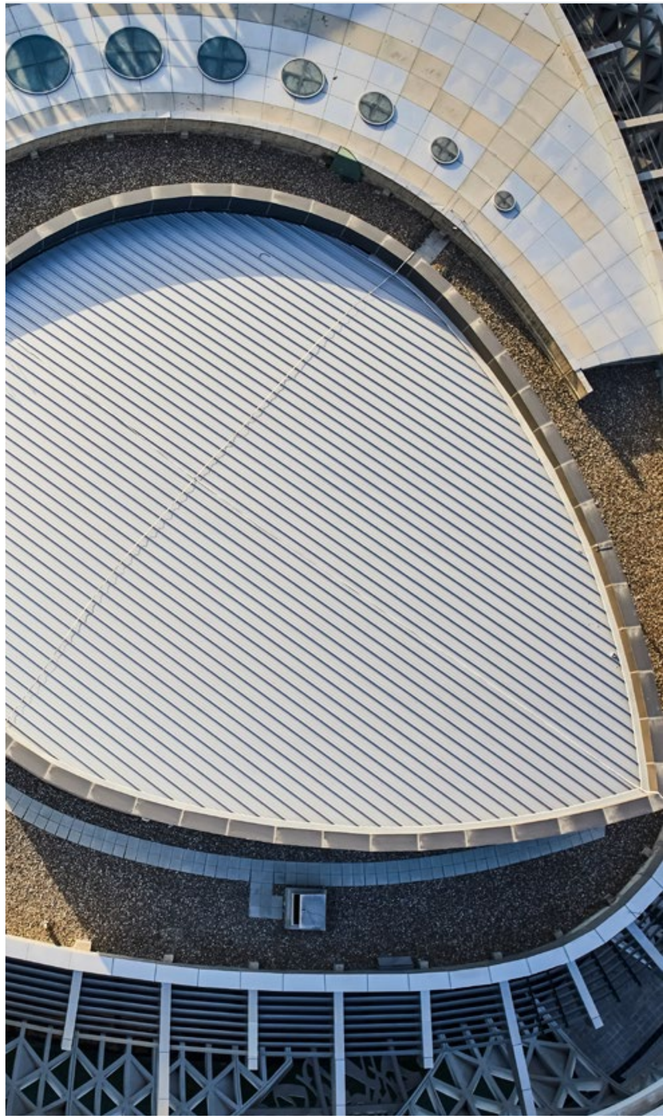
2019 EGA achieved ASI Performance Standard facility-level certification for our smelting and casting facilities in Al Taweelah, making EGA the first organisation in the Middle East to achieve facility-level certification.

2021 EGA achieved facility-level certification for our smelting and casting facilities in Jebel Ali, meaning that all EGA smelting and casting facilities are ASI Performance Standard certified.

2023 EGA's recycling aluminium plant in Germany, EGA Leichtmetall, achieved ASI Performance Standard certification for its remelting, casting and semi-fabrication operation prior to acquisition by EGA.

2024 ASI assessed EGA's UAE facilities for Chain of Custody certification, which was awarded in January 2025. This enabled us to produce and sell ASI-certified aluminium.

2025 EGA's UAE facilities were assessed and re-certified against the ASI Performance Standard, attaining a 'High' maturity score in August 2025.





Our bold aspirations

EGA aspires to be measured among the world's most responsible metals and mining companies. To achieve this, we aim to embed sustainability in everything we do and set time-bound commitments. These commitments not only drive innovation and collaboration that make change possible, but also keep us accountable for progress.

asi MEMBER

By 2030

produce only ASI certified products

NET ZERO GREENHOUSE GAS EMISSIONS

By 2050

net zero greenhouse gas emissions

By 2030

-25% in emissions intensity compared to 2020 baseline, including scopes 1 and 2, and upstream scope 3.

EGA was the 1st aluminium producer in the Middle East to join ASI

asi CERTIFIED PERFORMANCE

Our UAE and German operations are certified to the ASI Performance Standard

asi CERTIFIED CHAIN OF CUSTODY

Our UAE operations are certified to the ASI Chain of Custody Standard

CDP

Our UAE and German operations were assessed by CDP, receiving a score of B, reflecting strong performance in climate transparency and environmental management

SILVER | Top 15% ecovadis Sustainability Rating FEB 2026

Our UAE and German operations are certified by EcoVadis, receiving a silver rating recognising performance across environment, labour and human rights, ethics, and sustainable procurement

The ASI Performance Standard set requirements for numerous sustainability topics applicable to EGA, including:

- Governance, policy and management
- Transparency and business integrity
- Material stewardship and life cycle management
- Greenhouse gas emissions and climate change
- Emissions, effluents and waste
- Water stewardship
- Biodiversity and ecosystem services
- Human rights and labour rights
- Occupational health and safety
- Community engagement and Indigenous Peoples' rights





Sustainability leadership

In 2025, EGA delivered a wide range of programmes across key sustainability areas, including environmental management, climate action, carbon literacy, waste management, ESG strategy, sustainability leadership, and sustainable business development.

Sustainability and ESG training sessions delivered:

104

Employees participation

1,207

EGA received the Abu Dhabi Annual Excellence in Sustainability Award from Bureau Veritas Group, acknowledging our outstanding commitment to advancing sustainability practices.

In 2025, EGA strengthened its leadership in decarbonisation, innovation, national talent development, and overall sustainability:

Decarbonisation: signed Project Square, one of the largest decarbonisation initiatives in the global aluminium industry.[18]

Innovation & Industry 4.0: partnered with the Dubai Future Foundation to advance emerging manufacturing technologies[19], and pledged support for UAE industrial digital transformation at Make it in the Emirates alongside the Ministry of Industry and Advanced Technology.[20]

National Talent Development: collaborated with the Department of Government Enablement to recruit 200+ UAE nationals into EGA Academy programmes[21], and launched a housing support programme for high-performing Emirati employees with the Abu Dhabi Housing Authority.[22]

Sustainability Leadership: signed a three-year sponsorship agreement as an Associate Partner of Abu Dhabi Sustainability Week[23], and sponsored and actively participated in the IUCN World Conservation Congress 2025.[24]

Our sustainability strategy

EGA's growth ambitions to 2040 are anchored around ten bold moves spanning primary and recycled aluminium expansion, power decarbonisation and supply chain resilience. Critically, ESG is embedded as one of these ten moves, as a strategic imperative to establish EGA as an undisputed ESG leader in the global aluminium industry, safeguarding our long-term license to operate through environmental stewardship, transparency across our supply chains and thriving communities, and a caring and inclusive workplace. This reflects our conviction that sustainable growth and commercial growth are inseparable.

To translate our ESG ambition into action, in 2025 we finalised a comprehensive ESG strategy. While it is informed by the material topics identified in our 2023 impact materiality assessment and preliminary outputs of the double materiality assessment (page 29 - 31), it has been further defined through additional analysis, including insights gathered from stakeholders and customer engagement, and employee interviews and surveys.

Our ESG strategy includes more than 30 defined initiatives spanning across our environmental, social, and governance responsibilities. Of those initiatives, six are already fully embedded in our operations; thirteen are actively underway, and twelve are new commitments that reflect where we are raising our ambitions.

Furthermore, the ESG strategy was assessed for financial viability, with capital expenditure estimates, EBITDA impact, and payback periods evaluated alongside the mitigation of regulatory, reputational and operational risks. Beyond the financial returns, the strategy also recognises the significant intangible value that sustainability leadership creates for EGA, including reduced environmental impact, enhanced brand positioning and ESG rating, higher investor confidence particularly in light of our future growth ambitions, stronger customer trust, and a more engaged and productive workforce.

We recognise that translating our strategy into results requires the right organisational foundations. To reflect this, EGA has identified three complementary areas of work that will determine how effectively the strategy is executed. These are as follows:

- clarifying the governance layers that will oversee and drive ESG delivery across the organisation
- delineating clear roles and responsibilities for sustainability performance across all functions
- defining the ESG competencies and upskilling needs that will equip our people to lead this agenda.

Together, these foundations ensure that our ESG ambitions are embedded into EGA's overall operations.

At the end of 2025, we completed a double materiality assessment. The findings from this assessment will continue to inform future iterations of our ESG strategy. See page 29 - 31 for more information.

18 For more information, visit here: EGA, TAQA, DUBAL Holding and EWEC sign agreements to decarbonise aluminium production and expand renewable and clean energy development in Abu Dhabi

19 For more information, visit here: Dubai Future Foundation and Emirates Global Aluminium partner to shape future industries through research and innovation

20 For more information, visit here: EGA and MoIAT sign agreement to utilise EGA Industry 4.0 expertise to accelerate adoption in UAE industry

21 For more information, visit here: EGA and Department of Government Enablement partner to recruit over 200 UAE Nationals for EGA Academy's industrial programmes

22 For more information, visit here: EGA launches UAE National Housing Support Programme for high-performing employees with Abu Dhabi Housing Authority

23 For more information, visit here: Emirates Global Aluminium Commits to Abu Dhabi Sustainability Week as Associate Partner

24 For more information, visit here: Integrating Biodiversity into Industry: UAE Leadership in Action

EGA Group's 2050 commitment

net zero greenhouse gas emissions from our operations and supply chain

25% reduction in cradle-to-gate GHG emissions intensity (vs. 2020) by 2030.

> We are translating ambition into measurable action by setting clear emissions reduction targets and embedding them into how we plan and operate. This strengthens transparency and supports both the UAE's and the global transition toward lower-carbon aluminium.



Fatma Ahli
General Superintendent - Sustainability, UAE

Net zero commitment

A transition to net zero in the UAE

To avoid the most severe impacts of climate change, we must all work together to limit global warming to less than 1.5 degrees Celsius above pre-industrial levels. Achieving this goal requires net zero GHG emissions worldwide by mid-century.

The UAE has announced a national strategic initiative to reach net zero by 2050, and EGA is contributing through its own corporate GHG emissions reduction commitment in support of this goal.

Our roadmap

Decarbonisation sits at the heart of our ESG strategy. We are cutting greenhouse gas emissions across our operations to meet the climate challenge, supporting both UAE and global targets.

In 2025, EGA refined its decarbonisation strategy, setting interim emission intensity reduction targets and establishing a clear prioritised pathway aligned with a 1.5 degrees Celsius warming scenario. By 2030, we are committed to reducing cradle-to-gate emissions intensity by 25 per cent compared to the 2020 base year. This includes scope 1 and 2 emissions, as well as upstream scope 3 emissions, in accordance with the 2024 ASI Entity-Level GHG Pathways Method. We are working towards the ambition of our decarbonisation pathway and actively monitor our progress against defined targets.'

In 2025, our greenhouse gas emissions intensity improved by 3 per cent to 10.4 tCO_2e/t Al, compared to 2024, and remains broadly aligned with the ASI methodology-derived target of 9.7 tCO_2e/t Al. During the year, we further enhanced the GHG emissions calculation procedure to improve data accuracy and alignment with the ASI methodology. These improvements included refining emission sources associated with the aluminium scrap under scope 3, refining the emission factors associated with input materials, and improving material accounting for pre- and post-consumer metal inputs.

The transition plan directly supports EGA's corporate target of achieving a 25 per cent reduction in emissions intensity by 2030 and carbon neutrality by 2050. It also addresses regulatory and market risks associated with carbon exposure, including mechanisms such as the Carbon Border Adjustment Mechanism (CBAM), thereby strengthening the company's long-term resilience and competitiveness. Internal Carbon Pricing (ICP) is embedded within this framework as a key enabler of decarbonisation, supporting investment decisions and prioritisation of low-carbon initiatives in line with EGA's strategy.

The refined strategy is structured across three horizons, each with a distinct focus:

- **2026–2030: fast impact with proven levers**

  Focus on power decarbonisation leveraging a progressively decarbonising grid and renewables, alongside process efficiency and recycling, enabling immediate and scalable emissions reductions and supporting delivery of the 2030 target.

- **2031–2040: addressing hard-to-abate emissions**

  Focus on selective R&D to decarbonise core industrial processes, including reduction, refinery and casting, through deployment of advanced technologies.

- **2041–2050: neutralising residual emissions**

  Focus on carbon removal and offsetting solutions to address remaining emissions and achieve net zero.

  This structured approach allows a clear progression from near-term, high-impact reductions to long-term system transformation, with each horizon addressing a distinct part of the emissions profile. EGA's transition plan is fully integrated into its long-term corporate strategy as a core strategic priority and reflected in operational planning, capital allocation, risk management, and performance monitoring processes.

> In 2025, we moved smelting decarbonisation from roadmap to reality, advancing EGA's first mobile carbon-capture pilot, launching applied research with leading partners, and building the measurement and data foundations needed to scale promising retrofit solutions for our hardest-to-abate emissions.



Mustafa Anwar Abdulla Mustafa
Director – Smelting Decarbonisation, UAE

> Our pathway to a fully decarbonised alumina refinery is now well established, supported by scientific and engineering rigor. We are actively shaping our efforts to implement this transition with more speed, innovation, and operational discipline to achieve sustainable impacts.



Emilio Dal Pai Neto
Director – Process Engineering Refinery, UAE

Key aspects of our net zero roadmap



More renewable power generation

EGA has several initiatives to increase the proportion of renewable and low-carbon energy we use. Electricity generation accounts for more than half of all the GHG emissions from our activities. Currently we use natural gas to generate almost all the electricity for our assets in the UAE, with some electricity exchanged with the grid.

We have already announced an initiative to integrate the UAE operations with the grid, aiming to increase supply of renewable and low-carbon energy. In 2021, we became the first company in the world to produce aluminium commercially using solar power sourced from International Renewable Energy Certificates.

During the year, EGA continued advancing the decarbonisation of aluminium production through strategic energy agreements aimed at increasing access to renewable and low-carbon electricity, making power decarbonisation a key pillar of our climate transition strategy. We currently have plans for staggered increase of renewable power in Al Taweelah operation to at least 28 per cent by 2032 with the ability to exceed this target given planned grid integration.

We signed agreements with Abu Dhabi National Energy Company (TAQA), Dubal Holding, and the Emirates Water and Electricity Company (EWEC) to support the decarbonisation of aluminium production and expand renewable and clean energy development in Abu Dhabi.[25] These agreements enable greater integration of EGA's UAE operations with the national electricity grid, facilitating access to increasing volumes of renewable and low-carbon power.

Such agreements are essential to our decarbonisation pathway, as they support direct physical connection to renewable electricity supplied through the grid, which is recognised within the ASI Performance Standard and CBAM[26] as a valid mechanism for reducing scope 2 emissions aligned with established GHG reporting boundaries.

In future, we will keep evaluating our position by assessing the need to further invest in renewable share.

Decarbonising refining

While significant emissions reduction will require structural change, the most immediate and impactful levers are well understood. Expanding decarbonised power sources combined with systematic energy efficiency improvements driven by waste heat recovery, represents the foundation of our transition. These measures are expected to increase opportunities to deliver reduction in both emissions and operating costs.

We have three key priorities in the mid-term:

- Advance deployment of waste heat recovery across refinery processes to maximise energy efficiency and reduce fuel consumption, representing the most immediate and cost-effective decarbonisation lever.
- Undertake targeted R&D to decarbonise calcination, focusing on reducing costs and improving feasibility through integration of residual heat recovery (e.g., for hydrate drying and feed preheating) and partial electrification.
- Gradually phase out diesel and introduce renewable electricity across the truck fleet and other mobile equipment.

Stronger collaboration with universities and partner institutions will accelerate our progress, particularly by identifying vulnerabilities and de-risking our processes. Our proposed plan is ambitious, but achievable if innovation, collaboration and disciplined execution move forward together.



25 For more information, visit here: EGA, TAQA, DUBAL Holding and EWEC sign agreements to decarbonise aluminium production and expand renewable and clean energy development in Abu Dhabi.

26 (CBAM) European Union Carbon Border Adjustment Mechanism, a regulatory framework designed to ensure that imported carbon-intensive products, including aluminium, are subject to a carbon price equivalent to that faced by EU producers.



New technologies for smelting

Emissions from smelting activities, including carbon anode formation, aluminium production through electrolysis of alumina, and the casting of liquid aluminium into semi-finished products using natural gas-fired furnaces and homogenisers, are among the hardest of all EGA's scope 1 emissions to abate.

Since 2024, a dedicated Smelting Decarbonisation R&D team has been leading the research, development, demonstration, and eventual deployment of solutions to reduce scope 1 guided by principles such as retrofitability to safeguard our existing smelting assets by enhancing their sustainability.

In the near term (to 2030), our focus is on process efficiency and technology upgrades to reduce direct emissions and improve energy performance. Key measures include successful testing of nano-ceramic coatings in 2025, implementation of modified yoke designs at Jebel Ali, and upgrades to more advanced potline technologies, enhancing energy efficiency and reducing emissions intensity.

In parallel, EGA conducted a successful pilot of EX technology (one of the most advanced potline technologies globally) targeting energy consumption significantly below 13 MWh/t Al. EX enhances pot design and performance, delivering improved energy efficiency and lower emissions intensity. The pilot reduction cells, located in Al Taweela site, have been fitted with advanced sensors and advanced analytics.

Beyond 2030, the focus shifts to breakthrough technologies for deep decarbonisation such as carbon capture. The year 2025 was spent designing and fabricating a mobile container-sized carbon capture pilot plant, alongside the vendor, to be able to safely install it against different point source emission gases and test various amine-based solvents. The tests are anticipated to provide invaluable operational insights and data in 2026, paving the way for determining the applicability and scalability of such technology.

This phased approach enables immediate, scalable improvements while building the foundation for deeper decarbonisation of smelting operations over time.



Building more recycling capacity

When it comes to reducing emissions, the case for recycling aluminium is compelling. Recycling uses a fraction of the energy needed to produce primary metal.

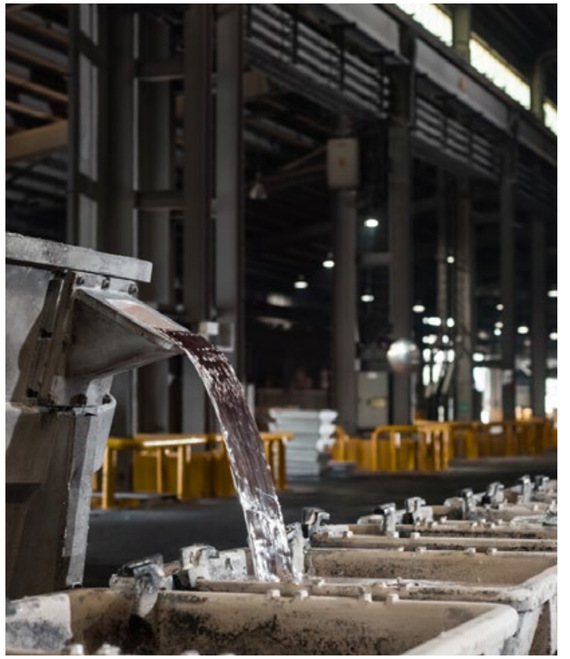
The International Aluminium Institute forecasts growing demand for aluminium to 2050, with post-consumer scrap expected to meet most of the increase. We are positioning ourselves to support that shift.

We are expanding rapidly in recycling capacity. In 2025, our 185 kt aluminium recycling plant at Al Taweelah was charged with scrap metal for the first time, and construction is to be completed by the end of the first quarter of 2026.[27]

In the United States, we further expanded capacity at EGA Spectro Alloys, supporting the growth of its recycling operations. The latest expansion will add 45,000 tonnes of annual recycled billet capacity, increasing the plant's total recycling capacity to 200,000 tonnes per year, with construction expected to be completed in 2027. This follows the completion of the first phase of expansion in 2025, which added 65,000 tonnes of billet capacity and is currently ramping up production. The project includes the installation of an additional scrap melting furnace and batch homogeniser, strengthening EGA's ability to supply recycled aluminium products to customers in North America and beyond.[28]

In Germany, EGA announced a major expansion of EGA Leichtmetall near Hannover to significantly increase its aluminium recycling capacity. The new facility will add 110,000 tonnes per year of scrap sorting capacity and 150,000 tonnes per year of melting and casting capacity, increasing the site's overall recycling capability more than six-fold, with the first hot metal expected in 2028.[29]

Together, these developments form part of EGA's global recycling platform, complementing the growth of recycling capacity in the UAE. They support the expansion of our portfolio of recycled and low-carbon aluminium products, including aluminium marketed under the RevivAL, CelestiAL-R, and MinimAL-R product brands, responding to increasing customer demand for more sustainable materials.



Changing energy source for casting

Natural gas is currently used to heat furnaces in our UAE casthouses. In the near term, our focus is on improving energy efficiency and maximising waste heat recovery, including the deployment of technologies such as regenerative burners, to reduce fuel consumption and associated emissions. Over the longer term, we are evaluating alternative low-carbon energy sources. While green hydrogen presents a potential pathway aligned with the UAE National Hydrogen Strategy, its application in casthouse operations remains constrained by cost and infrastructure considerations and is therefore considered a longer-term option. Our EGA Leichtmetall recycling operations already utilise induction furnaces powered entirely by renewable electricity.

27 For more information, visit here: Construction milestone at EGA's UAE aluminium recycling plant as melting furnace charged for first time

28 For more information, visit here: EGA Spectro Alloys to further expand Minnesota aluminium recycling plant

29 For more information, visit here: EGA to expand German aluminium recycling capacity more than six-fold, with industry-leading capabilities



EGA's first US smelter[30]

In 2025, EGA announced plans to develop the first new primary aluminium production plant in the United States since 1980, aimed at strengthening domestic supply of a material critical to modern industry and the low-carbon transition. The new smelter will expand the domestic supply of this critical mineral, support the growth of the American aluminium workforce, and help revitalise U.S. aluminium expertise and know-how.

The facility, to be built in Inola, Oklahoma, is expected to produce 750,000 tonnes of aluminium annually - more than doubling current U.S. production capacity and helping reduce reliance on imports, which currently meet around 85 per cent of national demand.

The joint development agreement between EGA and Century Aluminium Company brings together EGA's world-class expertise in aluminium smelting design, technology, construction and operations with Century's long-standing experience operating aluminium smelters in the United States using domestic supply chains. The project will deploy EGA's latest EX smelting technology, the most advanced ever installed in the United States.

The plant is expected to catalyse the development of a regional aluminium industry hub, creating around 4,000 construction jobs and 1,000 permanent positions, while enabling U.S.-based downstream manufacturers to access responsibly produced aluminium closer to home.



Low-carbon procurement and supplier engagement

EGA uses its purchasing power and expertise to drive emission reductions in our supply chain.

Raw materials and shipping represent the largest portions of our supply chain emissions footprint, with alumina, bauxite, and ocean freight being the primary contributors. To address these emissions, we work closely with both existing and new suppliers to develop and prove lower-carbon solutions. In 2024, we partnered with our shipping suppliers to pioneer the world's first bauxite cargo shipment aboard an LNG-fuelled vessel - demonstrating that LNG shipping is a viable concept for bulk ore transport and achieving up to 28 per cent lower greenhouse gas emissions compared to conventional marine fuels. Building on this, in 2025 we continue to engage with ship owners to find more efficient shipping solutions with lowest carbon intensity.

In 2025, EGA continued strengthening the integration of climate considerations into procurement decisions by enhancing visibility over upstream emissions associated with raw material sourcing. As scope 3 emissions represent a significant share of the aluminium value chain footprint, improving the accuracy and transparency of supplier emissions data is a key enabler of our decarbonisation strategy.

EGA utilised a digital platform to assess emissions associated with purchased raw materials based on supplier-specific emission factors. The platform enables enhanced analysis of procurement spend by linking suppliers and materials to carbon intensity data, allowing us to better understand the emissions impact of sourcing decisions.

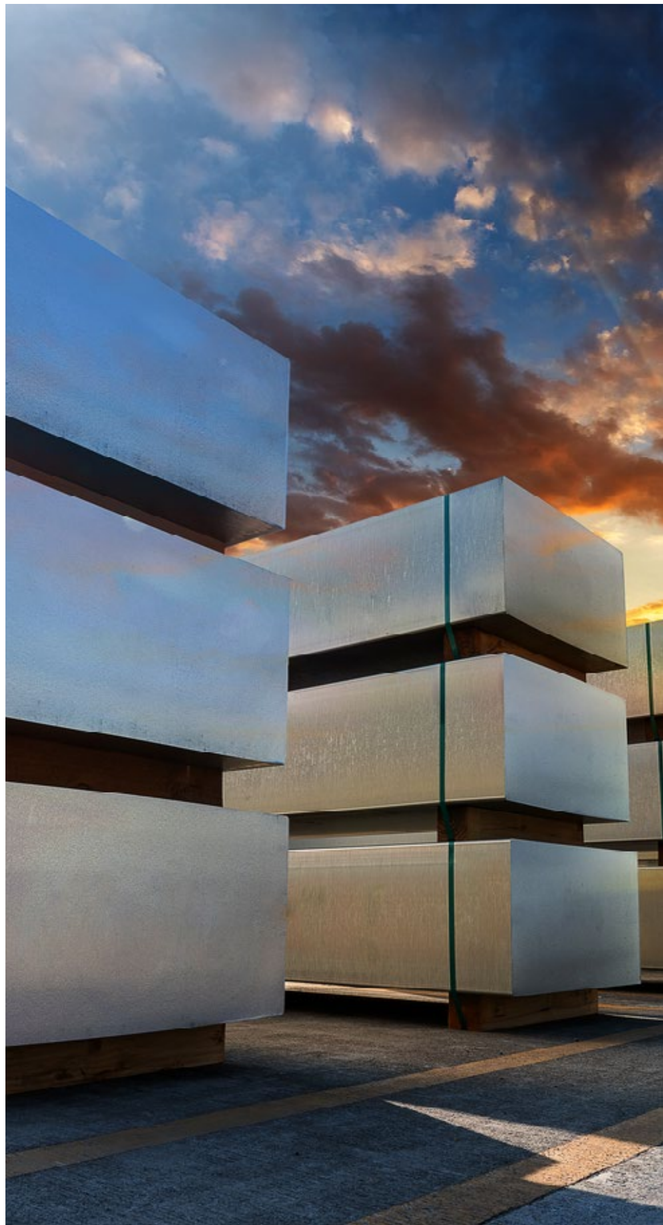
SpendScape supports procurement teams by identifying opportunities to shift toward suppliers with lower emissions intensity where technically and commercially feasible. In parallel, the platform contributes to the continuous refinement of supplier emission factors, improving data accuracy over time and enabling more reliable Scope 3 emissions accounting.

Nature-based sequestration



Where we cannot eliminate emissions, we aim to invest in natural carbon sequestration. These projects will span multiple geographies, developed independently or with partners.

30 For more information, visit here: https://www.oklahomaprimaryaluminum.com/en



Our contribution to the United Nations' Sustainable Development Goals

The UN's 2015 Sustainable Development Goals set a global agenda: end poverty, protect the planet, and build prosperity for everyone. We are focused on the goals where EGA and our industry can make a real difference.



Ensure healthy lives and promote wellbeing for all at all ages.



- Our SafeStart safety programme deepens awareness of major behavioural contributors to accidents, including rushing, fatigue, and complacency. Over 3,216 people attended SafeStart training in 2025.
- Qualified doctors, nurses, and other medical professionals provide healthcare and medical insurance to our employees at our own clinics in Al Taweelah and Jebel Ali, UAE.
- Our clinics' services are also available to contractors, employees' family members, and the public.
- 4,109 medical check-ups were provided for employees in the UAE in 2025.
- 55,685 hydration tests were completed for people working on our sites in the UAE in 2025, ensuring they remained suitably hydrated to reduce heat-related illness.
- Our German facility provides access to a doctor for all employees and runs an annual Health Day to promote awareness of various wellbeing-related conditions.



Ensure inclusive and equal education opportunities for all in order to promote lifelong learning.



- Education drives our community work, particularly in STEM (science, technology, engineering, and maths) subjects where we employ thousands of people.
- In 2025, over 6,800 students across 32 schools participated in our UAE STEM programmes (academic year 2025/2026).
- In 2025, EGA delivered 104 training sessions on topics related to environmental management, climate action, carbon literacy, waste management. 1,207 employees participated in these training sessions.
- In 2025, EGA launched its fourth and largest cohort of 50 trainees for LEAP, EGA's bespoke programme designed to equip fresh graduates with skills and experience required to become effective supervisors in their respective areas.
- 263 leaders have successfully completed the Ascend programs, gaining exposure to global perspectives, emerging trends and best practices.
- In 2025, EGA launched the Ascend Community, a platform for participants across all levels to connect and engage beyond formal progresses, exchanging dialogues on topics such as business acumen, strategic thinking and sustainability.



Promote inclusive and sustainable economic growth, employment, and decent work for all.

- Our aluminium ranks among the UAE's top exports. We have helped drive economic development for decades, and currently employ over 7,150 people.
- We offer competitive salaries and benefits to attract and retain top talent.
- Regular market benchmarking, including gender pay reviews across all grade levels, ensures our compensation remains fair. Engagement initiatives such as vFairs and the OutReach Programme help strengthen trust in our reward policies.
- We run programmes specifically to build and nurture local talent, recruiting and training school leavers and university graduates.
- Sourcing locally matters to us. In 2025, we spent $2.22 billion in the UAE.
- Every EGA employee learns our Code of Ethics and Responsible Sourcing Policy, creating a workplace culture that is safe, inclusive, and respectful.
- Our Responsible Sourcing Policy extends those standards across the supply chain.
- By 2030, we will produce and sell only ASI-certified aluminium. We believe that transparent supply chains, environmental care, thriving communities, and an inclusive workplace are vital to securing our sustainable future.



Build resilient infrastructure, promote sustainable industrialisation, and foster innovation.

- We believe innovation leads to opportunity and we have invested in R&D since EGA's early days.
- Our R&D team has a track record of boosting productivity, cutting costs, optimising resources, and reducing environmental harm.
- We have developed and commercialised eight reduction technologies.
- We hold 47 patents related to reduction technology, casthouses, bauxite residue, and power plants, filing 2 new patents and 8 existing patent family applications in 2025 alone.
- Our EGA Ramp-Up programme backs UAE entrepreneurs working on sustainability, technology, human capital, and social progress. Through mentoring and funding, we are helping diversify the economy. In 2025, EGA Ramp-Up (Phase 1 and 2) received 836 applications and 10 startups (Phase 3) joined the programme.
- EGA Leichtmetall's induction furnaces already use less energy and produce fewer emissions than standard furnaces. In the UAE, we are testing next-generation EX smelting technology that could cut emissions by 12 per cent per tonne in low-energy mode.
- Our people help solve challenges and improve our business by sharing their ideas. Through our Tamayaz programme in 2025, employees submitted 240 suggestions and we implemented 154, delivering real operational and sustainability gains.





Ensure sustainable consumption and production patterns.



- In 2025, our UAE facilities introduced an improved approach to process SPL waste, separating carbon-rich and refractory materials to enhance recycling.
- We are working towards a target of zero waste to landfill by 2030.
- Our R&D team continues to transform bauxite residue into valuable products, reducing storage needs and creating new material sources.
- In 2025, we expanded our horticultural research with a third Turba demonstration plant to optimise its use in the UAE and enhance OBxR and Turba applications.
- Since 2023, we have been constructing the UAE's largest aluminium recycling facility, reaching a key milestone in January 2026 by charging the furnace with scrap metal for the first time.
- We are scaling up recycling capabilities globally across the UAE, Germany and the United States.
- In 2025, as part of its Every Can Counts programme, we delivered eight recycling awareness events, reaching more than 233,000 people.
- Through the Aluminium Recycling Coalition, we engaged with policy experts to support potential reforms in aluminium can recycling.
- We participated in the International Aluminium Institute's Global Beverage Can Circularity Alliance to support industry collaboration and improve recycling rates.



Take urgent action to combat climate change and its impacts.



- We are targeting net zero by 2050 and a 25 per cent in emissions intensity by 2030 from our 2020 baseline, covering scopes 1, 2, and upstream scope 3.
- The target spans our entire operation and factors in both recycled aluminium and natural carbon sequestration.
- We are working with engineers, technologists, and economists inside and outside the company to keep our approach both technically sound and commercially realistic.
- In 2025, we continued procuring renewable energy from sources in the UAE to eliminate our scope 2 emissions. We increased production of CelestiAL.
- Launched our new low-carbon product, MinimAL to further support EGA's customers committed to reducing scope 3 emissions.
- From 2024 onwards we are enhancing national efforts and our own processes by participating in the UAE's national digital Measurements, Reporting, and Verification (MRV) tracking system for GHG emissions.
- In 2025, our sites in the UAE installed a total of 71 EV charging stations, 22 in EGA's Jebel Ali site and 49 in EGA's Al Taweelah site.



Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.



- We monitor vegetation continuously at both our UAE sites and commission independent studies every three years to track ecosystem health in local conservation areas and strengthen our biodiversity programme.
- As part of EGA Dry Forest Programme, we planted around 13,000 native plants across EGA's Al Taweelah site, including approximately 8,000 white saxaul, 3,000 saxaul and 2,000 tamarisk as well as 2,000 seed balls containing four native species to support vegetation in the area.

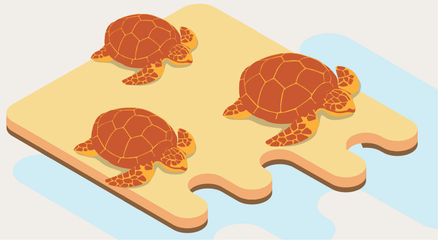




Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



- At Al Taweelah, we protect critically endangered hawksbill turtles that nest along the shoreline near our facility. Our Sustainability team patrols the beach daily during nesting season, to check for predators and debris, and rescue turtles in distress. This work is formalised in our Biodiversity Action Plan, aligned with the ASI Performance Standard.
- Over 140 hawksbill turtles hatched at Al Taweelah beach in 2025. That is 7,643 successful hatchings since our conservation efforts started in 2011, and we have laid out 124 nests on the beach since then.
- We conduct regular Marine Ecological Surveys at both of our UAE sites to monitor the health of coastal conservation areas.
- Our United States operations donate to local biodiversity conservation NGOs.



Strengthen the means of implementation and revitalise the global partnership for sustainable development.



- We partner with leading academic and industrial institutions globally on aluminium sector challenges and sustainable solutions, from bauxite residue reuse research to projects with UAE-based renewable energy investment company Masdar.
- We engage actively in multi-stakeholder processes to shape future ASI Performance Standard updates.
- As an International Aluminium Institute member, we sponsor research projects, share knowledge, and drive collaborative initiatives to improve aluminium production and use.
- We are also active in the Gulf Aluminium Council, working with regional peers to address shared challenges.



Economic value generated and distributed

EGA is a major economic contributor in the UAE and internationally. Our aluminium ranks among the country's biggest exports and we employ over 7,150 people directly. We were the first UAE industrial company to license our core process technology abroad, creating value from our in-house innovation.

Value generated in 2025

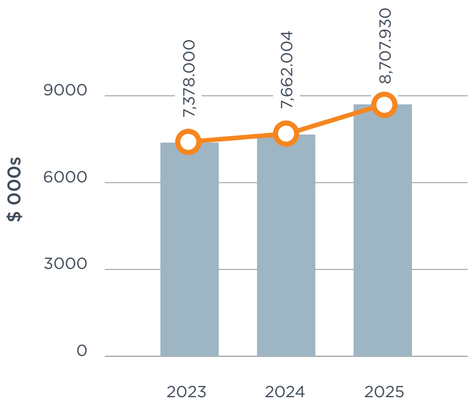
In 2025, EGA reported revenue of AED 32 billion ($8.7 billion), reflecting an increase of 14 per cent compared to 2024. The growth was driven by a favourable global market environment, particulary higher aluminium prices and record sales levels.

Our direct, indirect, and induced economic contribution totalled over $6.9 billion, supporting 56,420 jobs and accounting for around 1.3 per cent of GDP in the UAE.

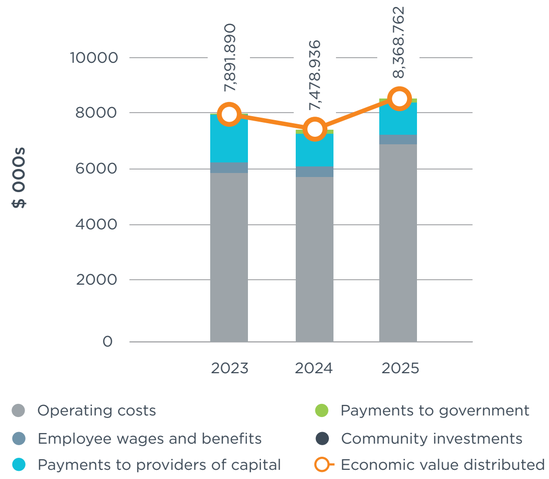
In the UAE, direct expenditures totalled $2.2 billion.

We remain dedicated to expanding our business by increasing local procurement in alignment with national priorities in the UAE and all other countries where we operate. We also aim to further strengthen the localisation of our workforce across every region.

Economic value generated in 2025 [31]



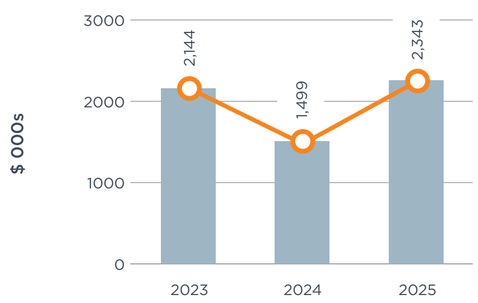
Economic value distributed in 2025 [31 32 33 34 35]



Investments in communities

We believe that the most impactful approach to creating lasting value lies in grassroots initiatives that drive economic development, advance educational opportunities, and enhance the overall quality of life within local communities.

Community investments in 2025 [31 36 37 38]



31 The financial results for 2023, 2024 and 2025 have been presented excluding the Guinea Alumina Corporation (GAC) results.

32 Operating costs include the cost of goods sold, sales and distribution costs, and general and administrative expenses.

33 Employee wages and benefits comprise of the total costs for EGA employees and staff directly contracted by EGA.

34 Payments to providers of capital are the payments made to EGA shareholders and lenders.

35 Payments made to government are tax expenses/returns paid by EGA's international subsidiaries.

36 UAE donations were made for community infrastructure developments, our Corporate Social Responsibility activities, education, and youth development programmes detailed in Section 3 'Social responsibility' of the report.

37 UAE scholarships include internships, summer work experiences for high school and university students, scholarships for students, and trainee programmes detailed in Section 3 'Social responsibility' of the report.

38 Our increase in community investment in 2025 is primarily driven by additional scholarships for varying programs and STEM education program donations.



Our material topics

Sustainability encompasses a diverse range of topics, which makes the selection and extent of content in an ESG report a critical decision. We actively engage with stakeholders across EGA and our global value chain to identify relevant disclosures, align with their interests and priorities, and ensure credibility.

Approach and scope

In 2025, we carried out a Double Materiality Assessment (DMA), covering every EGA location including our sites in the United States and Germany. This was part of our work to align with new European Sustainability Reporting Standards (ESRS) introduced under the EU's Corporate Sustainability Reporting Directive (CSRD).

The DMA examines both the financial risks and opportunities faced by EGA (financial materiality) and our impact on society and the environment (impact materiality).

We designed our DMA to identify the sustainability topics most material to EGA, in compliance with GRI Standards for reporting environmental, economic, and social impacts, and the ASI Performance Standard for responsible aluminium production and stewardship. Our assessment also incorporated the topics, sub-topics, and sub-sub-topics outlined in ESRS 1, supplemented by sustainability matters specific to EGA, our industry, peers, customers, and relevant voluntary standards, to ensure comprehensive coverage.

Our DMA followed three phases:

1

Framing and identifying impacts, risks & opportunities (IROs)

We conducted a thorough review of our internal documentation and operations, benchmarked sustainability practices across our industry peers, and mapped our value chain. This produced a comprehensive list of topics and associated IROs, covering time horizons, actual and potential impacts, value chain stages, and affected stakeholders.

2

Assessing IROs

We assessed risks and opportunities based on magnitude and likelihood, with impacts already occurring assigned the highest likelihood rating.

Impact magnitude was assessed across three criteria: scale, scope, and irremediability (for negative impacts), with likelihood assessed as a separate dimension, in line with GRI and ESRS guidance. Scale measured the gravity of the impact on people and the environment. Scope measured how widespread the impact is, including the number of people or extent of environment affected. Irremediability considered how difficult negative impacts would be to remedy. For positive impacts, magnitude was assessed using scale and scope only.

To ensure human rights were appropriately reflected in our assessment, all potential impacts on people were evaluated against the scale, scope, and irremediability criteria.

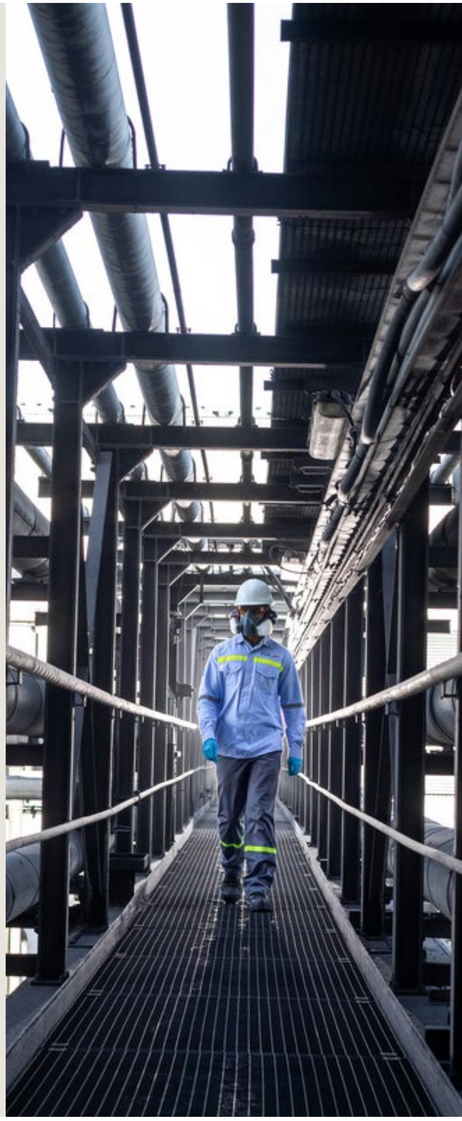
Human rights considerations therefore influenced scoring where impacts on people could be major, widespread, hard to remediate, or already occurring. This approach ensured human rights considerations were embedded across all relevant IROs and directly affected the magnitude and likelihood ratings for both impact and financial materiality.

For financial materiality, we drew directly from EGA's Enterprise Risk Management (ERM) framework, applying its quantitative and qualitative scales across consequence dimensions: financial, operational, market, environmental, social, and legal and compliance. EGA subject-matter experts validated IRO scores for their area of expertise through an IRO register, with each score supported by qualitative rationale covering specific geographies and value chain actors.

3

Prioritising IROs

Following the scoring process, we established materiality thresholds using a matrix developed and agreed upon during a workshop with our sustainability and ERM teams. The results were then reviewed and validated through sessions with our Chief ESG and Sustainability Officer, ESG Senior Director, sustainability team, and ERM team, identifying 56 material IROs across 13 material topics.



Our stakeholders

Employees



Government institutions, regulatory authorities, and certification bodies



Suppliers, contractors, and trading platforms



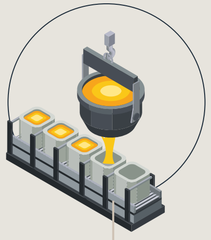
Shareholders/lenders



Local communities



Aluminium producers through regional associations



Industry associations, non-governmental organisations, universities, and research institutions



Customers





Results of the double materiality assessment

Reporting approach

EGA's sustainability disclosures include dedicated sections addressing each of the material sustainability topics identified through the double materiality assessment. For each topic, the report outlines the broader sustainability context and key dependencies, explaining why the topic is significant for EGA's operations, value chain and long-term performance. Each section also presents EGA's management approach, including the due diligence processes and stakeholder engagement activities related to the identified impacts, risks and opportunities. Relevant information on policies, strategic priorities, actions, targets and performance metrics is provided to illustrate how EGA manages and monitors progress on each material sustainability topic.



Climate change adaptation, mitigation and transition

Climate change is material for EGA due to the electricity intensity of aluminium smelting and the growing importance of lower-carbon materials in global value chains. Managing energy use and greenhouse gas emissions is therefore central to operational performance, long-term competitiveness and alignment with evolving stakeholder expectations. The global transition towards more climate-resilient and resource-efficient industrial systems is shaping regulatory developments, market dynamics and technology innovation across the metals sector. By improving energy efficiency, advancing smelting technologies and expanding recycling capacity, EGA can support decarbonisation across downstream industries while strengthening long-term value creation.

Further details on EGA's approach to climate change are provided in the Greenhouse gas emissions, Conserving energy and Climate-related risks section.

Air quality

Air quality management is material for EGA given the nature of alumina refining, aluminium smelting and recycling operations, which generate industrial emissions and can create environmental and social impacts if not carefully controlled. Effective emissions management is essential to protect the health and wellbeing of employees and nearby communities, maintain strong environmental performance and support the company's licence to operate. Increasingly stringent environmental standards and stakeholder expectations are driving continuous improvements in emissions monitoring and control technologies. Strengthening air quality management practices contributes to operational efficiency while reinforcing EGA's commitment to responsible industrial operations.

Further information on EGA's approach to air quality management is provided in the Protecting air quality section.

Water management

Water management is material for EGA due to the role of water in refining, smelting and casting processes, as well as the need to protect surrounding marine and groundwater environments. Responsible water use supports operational continuity, resource stewardship and environmental protection. Growing global attention on water scarcity and industrial discharge standards is increasing expectations for efficient water management and effective treatment systems. Enhancing water efficiency, recycling and monitoring practices helps EGA strengthen resilience to potential resource constraints while supporting sustainable production.

Further details on EGA's approach to water management are available in the Water management section.



Nature conservation and biodiversity

Nature conservation and biodiversity are material considerations for EGA as large industrial facilities, residue management areas and associated infrastructure may influence surrounding ecosystems if not carefully managed. Effective environmental planning, monitoring and site management are therefore essential to minimise potential impacts on land and marine habitats. Rising stakeholder expectations and policy focus on biodiversity protection are shaping the operating environment for industrial companies worldwide. By strengthening environmental stewardship and integrating biodiversity considerations into operational practices, EGA can mitigate potential risks while contributing to sustainable development.

Further information on EGA's approach to nature conservation and biodiversity is provided in the Biodiversity section.



Resource circularity and waste management

Resource circularity and waste management are material topics for EGA due to the scale of material inputs and industrial by-products associated with refining, smelting and recycling activities. Efficient use of raw materials and responsible handling of by-products are essential to reduce environmental impacts and improve resource productivity. Increasing global emphasis on circular economy principles and recycled content is also influencing customer expectations and industry practices. By expanding recycling capabilities and enhancing by-product recovery, EGA can support more sustainable production systems while strengthening long-term operational efficiency.

Further details on EGA's approach to resource circularity and waste management are available in the Resource circularity and waste management section.



Health, safety and wellbeing

Health, safety and wellbeing are material priorities for EGA given the industrial nature of alumina refining, aluminium smelting and recycling operations. Employees and contractors may be exposed to operational hazards such as high-temperature environments, heavy equipment and complex logistics activities among others. Maintaining strong safety performance is therefore essential to protect people, support operational continuity and uphold EGA's licence to operate. Robust safety management systems, consistent training standards and a strong safety culture help mitigate potential risks while supporting workforce wellbeing. Continuous improvement in occupational health programmes and contractor safety management also contributes to operational resilience and long-term performance.

Further details on EGA's approach to health, safety and wellbeing are provided in the Health and safety approach, Safety performance and Keeping people healthy section.



Employment practices

Employment practices are a material topic for EGA as we rely on a diverse and highly skilled workforce across multiple operational locations. Transparent remuneration practices, fair working conditions and effective employee engagement are important to attract and retain talent while maintaining a productive and motivated workforce. Strengthening governance around compensation, grievance mechanisms and workforce engagement supports employee trust and organisational effectiveness. Evolving stakeholder expectations regarding fair employment and responsible business conduct further reinforce the importance of maintaining strong employment practices.

Further information on EGA's approach to employment practices is provided in the Working at EGA section.



Employee development

Employee development is material for EGA given the technical complexity of aluminium production and the need for specialised operational capabilities. Investing in workforce training, skills development and leadership programmes supports operational excellence and enables employees to adapt to technological and industry changes.

Collaborations with academic institutions and structured training initiatives help build future talent pipelines and strengthen long-term organisational resilience. Supporting continuous learning and career development also contributes to employee engagement and business performance.

Further details on EGA's approach to employee development are available in the Employee development section.



Labour practices

Labour practices are material for EGA across both its direct workforce and wider value chain. Ensuring respect for labour rights, fair working conditions and appropriate oversight of suppliers and contractors is important to mitigate potential human rights risks and maintain responsible business operations. Increasing stakeholder expectations and regulatory developments related to labour standards are shaping industry practices globally. Strengthening due diligence processes and independent oversight mechanisms helps reinforce accountability and build trust with employees, partners and customers.

Further information on EGA's approach to labour practices is provided in the Embedding ethical practices and A responsible supply chain section.



Community engagement

Community engagement is material for EGA as large industrial operations may influence surrounding communities through employment, economic activity and environmental or social impacts. Proactive dialogue with local stakeholders helps address concerns, support social development and strengthen long-term relationships.

Targeted social investment programmes, including education and skills initiatives, contribute to positive local outcomes while supporting EGA's social licence to operate. Effective grievance mechanisms and transparent engagement processes also help manage potential risks related to community expectations.

Further details on EGA's approach to community engagement are available in the Engaging with communities section.



Diversity, equity and inclusion

Diversity, equity and inclusion are material for EGA in fostering an inclusive and high-performing workforce. Promoting equal opportunities, accessible training and respectful workplace practices supports employee wellbeing and strengthens organisational capability. Expanding inclusive learning solutions and workforce development initiatives helps ensure that employees and contractors can participate fully in professional growth opportunities. Strengthening diversity and inclusion practices also contributes to talent attraction, innovation and long-term business resilience.

Further information on EGA's approach to diversity, equity and inclusion is provided in the Diversity, equity, and inclusion section.



ESG transparency and disclosure

ESG transparency and disclosure are material for EGA in maintaining stakeholder trust and demonstrating accountability for sustainability performance. Providing clear and consistent information on environmental, social and governance matters supports informed decision-making by customers, community members, shareholders, investors and other stakeholders. As expectations for sustainability reporting continue to evolve, strengthening data management and disclosure practices helps enhance credibility and align with emerging global reporting standards. Transparent communication on product sustainability attributes can also support market differentiation and customer engagement.

Further details on EGA's approach to ESG transparency and disclosure are available in the Good governance chapter.



Responsible sourcing

Responsible sourcing is material for EGA given the importance of suppliers and contractors across the aluminium value chain. Ensuring that procurement practices align with ethical, environmental and social standards helps mitigate operational, reputational and compliance risks. Strengthening supplier partnerships, traceability systems and sustainable procurement frameworks supports supply chain resilience and reinforces stakeholder confidence. Demonstrating leadership in responsible sourcing can also enhance brand reputation and support long-term competitiveness.

Further information on EGA's approach to responsible sourcing is provided in the A responsible supply chain section.

Assurance and governance

As detailed on page 4, in 2025, we engaged TÜV SÜD to perform independent limited assurance and provide an objective and impartial opinion on our report's disclosures. This process included limited assurance on key performance metrics for the impact and financially material topics identified through our double materiality assessment. This external review ensures consistent, objective, and accurate reporting of our sustainability performance. The techniques and outcomes of this process are detailed in TÜV SÜD's assurance statement, available in the Appendix.

To ensure alignment with relevant standards, EGA's Sustainability team oversees the materiality analysis and assurance process, with approval from EGA's Chief ESG and Sustainability Officer.

The GHG emissions and air quality data for EGA's UAE, German and the United States operations have undergone external assurance by DNV.[39]

39 For more information, visit here: https://www.ega.ae/en/about-us/our-policies-and-certifications

02

Safeguarding the environment

- Environmental management approach
- Response to environmental non-compliances
- Protecting air quality
- Greenhouse gas emissions
- Conserving energy
- Water management
- Resource circularity and waste management
- Biodiversity

At EGA, we recognise that protecting and restoring our planet is critical for long-term sustainability and shared prosperity. Our work is anchored in internationally recognised standards and certifications, and consistently applied across our operations in the UAE, Germany and the United States to support continuous improvement and maintain high levels of environmental management performance.

22.9%
lower fluoride intensity compared to global industry average for UAE operations

77.6%
lower PFC intensity compared to global industry average for UAE operations

31.9%
lower GHG intensity compared to global industry average for UAE operations

100%
SPL (spent pot lining) recycled in UAE

100%
dross recycled in UAE

143
Hawksbill turtles hatched at Al Taweelah beach



Safeguarding the environment



Environmental management approach

Industrial processes can have significant environmental impacts if they are not managed responsibly. These risks are overseen by a dedicated team of environmental professionals who work closely with our operations team. Together, they implement and maintain all required controls, monitoring programmes and audits, while continually identifying opportunities for improvement. Across EGA operational and project sites, we have assessed potential environmental risks and established appropriate controls in place to manage them effectively. We also actively monitor emerging environmental risks and evaluate their potential implications for our business. Our management plans outline clear requirements for impact assessment, performance monitoring and adherence to approved procedures, helping us prevent environmental harm wherever possible and reduce it where it cannot be avoided.

Environmental approach: refining, smelting, and casting

Our facilities in the UAE operate under our Environmental Management System (EMS), which incorporates site-specific environmental management plans.[40] These are designed to meet stringent regulatory requirements and follow technical guidance from relevant authorities.[41]

All our UAE facilities are audited by environmental regulators, Dubai Environment and Climate Change Authority (DECCA) and Environment Agency Abu Dhabi (EAD), and independent third parties[42], to verify that our monitoring systems and controls are appropriate.

> **Our environmental stewardship is driven by a disciplined management system that transforms commitment into measurable action, ensuring every decision strengthens our performance, protects our natural resources, and supports a sustainable future for the UAE.**



Eiman Al Obaidli
Director - Environment & MRV, UAE

Environmental approach: recycling

EGA Leichtmetall

Our German recycling operations follow an EMS with locally tailored plans. These plans comply with regulatory standards and technical guidance from the German Environment Agency (Umweltbundesamt, UBA).

EGA Spectro Alloys

Our US recycling operations operate under comprehensive environmental management practices aligned with regulatory requirements. These include compliance with air emission limits and associated monitoring and control measures set by the Environmental Protection Agency (EPA) and the Minnesota Pollution Control Agency (MPCA), alongside certified environmental management systems that support structured and consistent environmental performance.

40 Current EGA environmental management plans can be viewed on our website at Our disclosures. These are public summary documents.
41 Including federal and emirate-level authorities.
42 Including ISO and ASI audits. Find all relevant certifications here: Policies and certifications



ASI Certification

In 2019, EGA became the first Middle Eastern aluminium producer to achieve ASI Performance Standard Certification. Our German recycling operations, acquired by EGA in 2024, earned the same certification in 2023.

The ASI Certification programme represents the aluminium industry's only comprehensive voluntary sustainability standard, developed through extensive multi-stakeholder consultation. Since 2023, EGA operations in the UAE have aligned with ASI Performance Standard V2 (2017). Our UAE operations were externally audited against Version 3 in April 2025, which resulted in EGA receiving certification with high maturity ranking.

In 2024, our UAE refining, smelting, and casting operations secured ASI Chain of Custody (CoC) certification, a significant step forward in building a more sustainable and responsible aluminium value chain. ASI CoC certification confirms that aluminium from EGA meets strict environmental, social, and governance criteria across the entire supply chain, giving customers confidence they can source responsibly produced materials that meet the highest global sustainability standards.[43]

43 ASI certificates are available on our corporate websites. For Germany, visit here: Our certifications; and for the UAE, visit here: Our policies and certifications

Environmental management systems and performance standards

Aluminium Stewardship Initiative

- Performance Standard for all UAE facilities
- Chain of Custody for all UAE facilities
- Performance Standard for recycling facility in Germany

ISO 14001:2015

- Refining, smelting, and casting facilities in the UAE
- Recycling facility in Germany
- Recycling facility in the United States

CASE STUDY

ADSW: A partnership for progress[44]

In January 2025, EGA announced a three-year partnership as Associate Partner of Abu Dhabi Sustainability Week (ADSW) from 2025 to 2027. The commitment reflects our belief that tackling climate change requires collaboration across sectors and borders.

Hosted by Masdar, ADSW brings together policymakers, industry leaders, civil society, and entrepreneurs. The event showcases how advanced technologies, energy innovation, and human expertise can accelerate sustainable development and unlock significant opportunity aligned to the UAE's sustainability vision and net-zero objectives.

For EGA, the partnership makes strategic sense. Producing aluminium remains emissions intensive and collaboration will allow us to progress faster towards net zero.

EGA has committed to net zero by 2050, in line with UAE targets. We implemented digital greenhouse gas tracking in 2024 and became the first company to produce aluminium commercially using solar power in 2021, marketed as CelestiAL.

Through ADSW, we are joining a global community, strengthening the partnerships needed to achieve our net-zero ambitions and build a resilient, sustainable future.

44 For more information, visit here: Emirates Global Aluminium Commits to Abu Dhabi Sustainability Week as Associate Partner





Response to environmental non-compliances

Our environmental management plans set out clear procedures for identifying, reporting, classifying, addressing, and investigating the root causes of environmental non-compliances. We classify non-compliances based on their scale and their potential to harm environmental receptors.

In 2025, we did not receive any fines or non-monetary sanctions for non-compliance with environmental laws or regulations.[45]

Environmental non-compliances: refining, smelting, and casting

Non-compliances identified through our monitoring and compliance processes were reported to the relevant regulatory authorities in line with our obligations.

Air quality non-compliance

In 2016, we received a notice from the environmental regulator in Dubai related to emissions of nitrogen oxides (NO_x) originating from our power plant in Jebel Ali. This notice was primarily associated with our reliance on older, less efficient gas turbines. With the commissioning of the H-class power block in 2021, the intent was to retire older turbines and enable compliance with regulatory thresholds. Regrettably, due to operational disruptions associated with the new power block, we were unable to meet regulatory thresholds in 2025. We are engaging with the original equipment manufacturer to improve plant availability and reliability, to allow us to operate within regulatory limits. To address this non-compliance, EGA is coordinating closely with the Dubai Environment and Climate Change Authority (DECCA) and providing updates on proposed initiatives with the aim of achieving compliance with the 2032 target.

> When environmental incidents occur in our operations, we respond immediately and responsibly. We contain impacts, investigate rigorously, and address root causes to prevent recurrence. Through close coordination with regulators and continuous monitoring, we strengthen our resilience, minimise environmental impact, and reinforce our commitment to responsible operations.



Meera Salem Khalifa Ali Aldhaheri
Supervisor – Environment, UAE

Since 2021, total volatile organic compound (TVOC) emissions from the Al Taweelah alumina refinery calciner's stacks have exceeded the UAE emission limit. Monitoring is conducted annually in line with the approved environmental monitoring plan, and speciated analysis indicates that most of the measured VOCs are methane associated with natural gas combustion.

In 2025, EGA's environment and operations teams continued active engagement with both the Environment Agency - Abu Dhabi (EAD) and the Ministry of Climate Change and Environment (MOCCAE). Regular updates were provided on the corrective actions implemented, and discussions with both authorities remain ongoing as we work collaboratively to identify appropriate long-term solutions.

45 We record total number of non-compliances based on root cause rather than the total number of exceedances for a given discharge parameter. For example, a cluster of multiple recorded exceedances in temperature thresholds linked to a single equipment fault would be registered as one non-compliance.



Water management non-compliance

In 2025, EGA reported two cases of non-compliance at our Jebel Ali site related to delta temperature and salinity. In response, we conducted investigations to understand the root causes and determine suitable corrective measures.

Since the Dubai Municipality (DECCA now) introduced a change in the delta temperature reference point (ambient temperature) in 2019, our Jebel Ali site has faced challenges in consistently meeting the Delta-T limit of ≤ 5°C. To address the temperature exceedance, the EGA desalination team engaged a third-party consultant in 2025 to assess current delta temperature conditions, identify any external influencing factors such as seasonal temperature impacts, and recommend potential operational adjustments to support compliance with DECCA requirements. This work is ongoing since 2024.

To address the salinity exceedance, the EGA desalination team continued working with a third-party consultant to complete a study on current salinity conditions, identify any external influencing factors, and recommend potential operational adjustments to support compliance with DECCA requirements. This work remains ongoing since 2024.

Across both Jebel Ali and Al Taweelah, 10 faults were recorded in sewage treatment facilities in 2025. These resulted in the discharge of treated wastewater to land with exceedances of regulatory limits for certain parameters, including physical parameters such as chemical oxygen demand (COD), total suspended solids (TSS), and pH, as well as chemical parameters including chlorine, ammonia, and total nitrogen.

Non-compliances at our sewage treatment facilities in Jebel Ali and Al Taweelah were primarily linked to operational disruptions, including challenges with chlorine dosing, temporary flow blockages, and reduced filtration efficiency. In some cases, treatment stages were bypassed to prevent overflow, which led to uneven loading across the system and affected overall treatment performance.

Corrective actions focused on restoring stable operations at both facilities by repairing essential equipment, enhancing system reliability, and strengthening operational oversight. Measures were also taken to improve flow management and optimise treatment processes, allowing the plants to return to consistent and compliant performance.

Details of each non-compliance, including associated monitoring data and corrective actions, have been reported to the relevant environmental regulator.



Environmental non-compliance: recycling

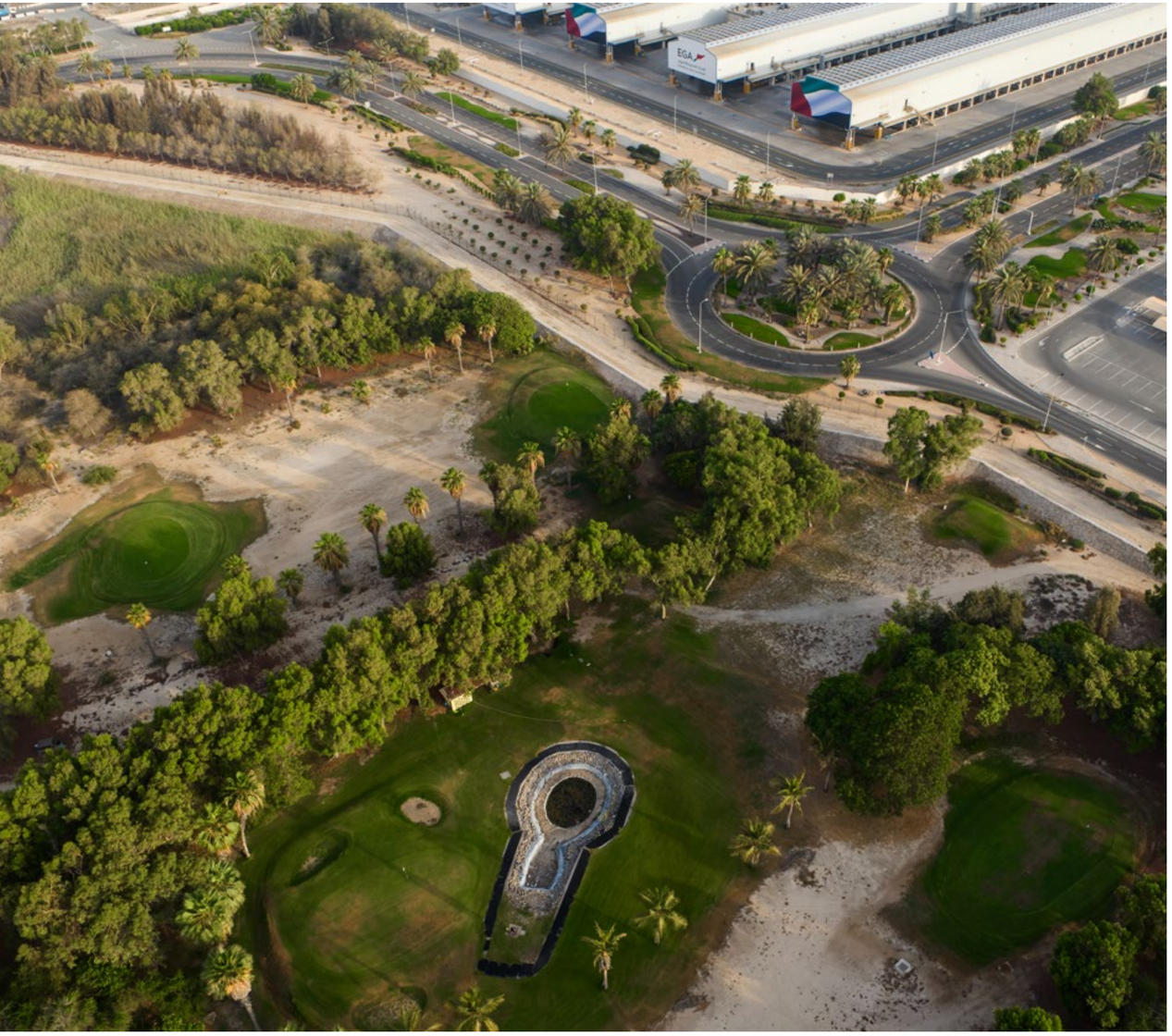
EGA Leichtmetall

There were no material environmental incidents in 2025.

EGA Spectro Alloys

In September 2025, a partial roof failure occurred at the EGA Spectro Alloys furnace facility due to a sudden and severe weather event. The collapse caused the separation of the exhaust conveyance system connecting the furnace to the emission control equipment. Consequently, the facility lost the ability to control emissions from the furnace combustion burners. While all production activities ceased immediately, the natural gas combustion burners remained active at minimum gas flow to maintain the aluminium in a molten state as metal freezing would cause the furnace to contract and fail, potentially resulting in a significantly higher risk to employee safety and the environment. Environmental and social impacts were minimised through this proactive management; total particulate matter emissions during this period were calculated to be lower than normal controlled operating levels. A formal investigation is currently being conducted by Spectro's insurance group, and structural enhancements to the roof and exhaust system will be integrated into the rebuilding process. All burners were successfully shut down in November 2025, following the safe removal of the molten aluminium. Spectro has maintained full transparency and proactive communication with the Minnesota Pollution Control Agency (MPCA) throughout the event.

No employees were injured or impacted as a result of the incident, and no material environmental impacts occurred.



Protecting air quality

Air quality stewardship is one of our priorities within our environmental management approach. We have developed tailored strategies and systems to manage air quality risks at all EGA facilities, specific to each site's operations.

Air quality: refining, smelting, and casting[46]

Power generation and industrial processes associated with aluminium smelting can adversely impact air quality if not adequately managed.

That is why protecting air quality is a central focus of our EMS across UAE refining, smelting, and casting operations. We monitor both emissions and local ambient air quality to verify that our controls are working effectively, and we share results regularly with relevant environmental regulators.

EGA is also supporting the Abu Dhabi Environment Agency's initiative to electronically link emissions monitoring across industries, known as the E-Linking project for 'Continuous Emissions Monitoring Systems'. This advanced system will improve data collection and reporting, increase transparency, and support better decision-making. We are proud to contribute to this collective effort to understand and enhance Abu Dhabi's air quality.

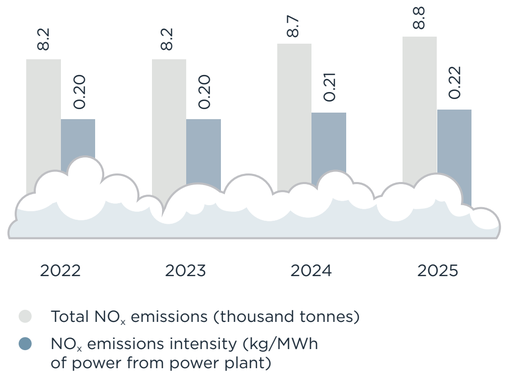
NO_x from power production for refining, smelting, and casting

At high temperatures, nitrogen and oxygen react to form NO_x. The majority of our NO_x emissions come from burning natural gas at our power stations.

Following the 2021 commissioning of our H-class power block at Jebel Ali, our NO_x emissions fell to 8.2 thousand tonnes in 2022.[47]

In 2025, our NO_x emissions and intensity slightly increased compared to 2024 due to continued challenges with power generation at Jebel Ali, as detailed on page 36.

NO_x emissions from power plant operations in the UAE[48]



46 Air quality data for EGA's UAE, German and US operations have undergone external assurance by DNV. For more information, visit here.

47 The intent of this initiative is to take older, less efficient gas turbines offline and make them available for emergency standby.

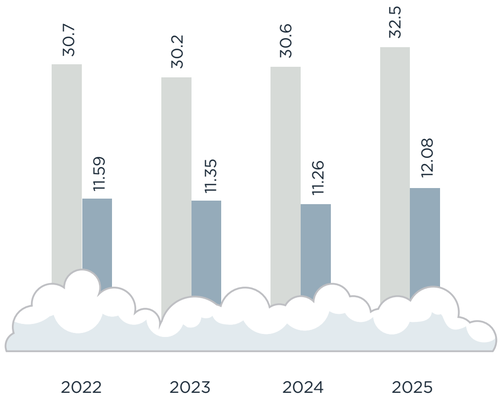
48 Emissions data from the Al Taweelah power units and H-Block at Jebel Ali are obtained through continuous analyser readings, while emissions from the remaining Jebel Ali gas turbines are based on manual sampling. The total NO_x emissions depend predominantly on electricity generation to meet the requirements of aluminium production. NO_x emission intensity of AT power plant remains a lot lower at 0.16kg/MWh in comparison to Jebel Ali plant.

Sulphur dioxide from anode production and smelting

Raw materials for anode manufacturing in the aluminium industry contain sulphur. During the high-temperature reduction of alumina, sulphur in the consumed anodes reacts with oxygen to produce sulphur dioxide (SO_2). SO_2 is also generated during anode production at our baking kilns.

We manage such emissions by setting specifications that limit sulphur content in anode raw materials. Minimising anode consumption during electrolysis is also a key parameter of our smelting process. At our Al Taweelah facility, we operate wet scrubbing systems[49] on several potlines, which removes 85 to 95 per cent of SO_2 from emissions.

SO_2 emissions in the UAE [50 51 52]





In 2025, we saw an increase in total SO_2 emissions of 6.2 per cent and an increase in SO_2 emissions intensity of 7.3 per cent. Higher SO_2 emission levels were primarily driven by two factors: increased inlet concentrations associated with variations in raw material batches from suppliers and higher aluminium production volumes, as well as structural integrity issues within the wet scrubber system at Al Taweelah. A CAPEX project is underway to address these structural issues. This includes the installation of a bypass system to reinstate affected elements of the SO_2 scrubber (expected completion in 2027) and the rehabilitation of the wet scrubber structure and system (expected completion in 2029).

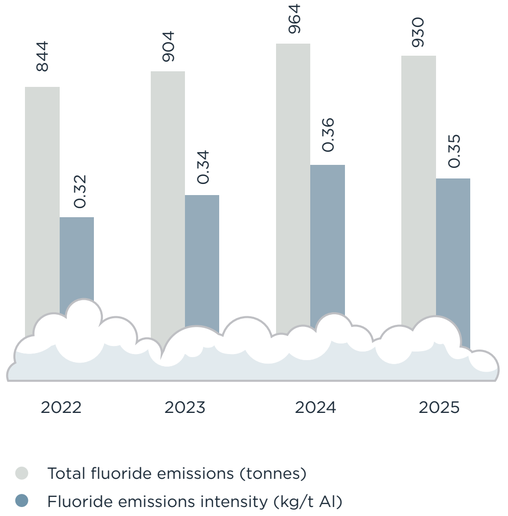
We continue to monitor ambient SO_2 concentrations and maintain regular communication with local authorities, providing updates on mitigation measures and project progress. The anode baking operation and associated process parameters remained within expected operating targets for SO_2.

Fluoride emissions from smelting operations

During the smelting process, the electrolyte chemistry composition is important to reduce fluoride emissions. We use cryolite-based electrolytes, which are fluoride salts requiring aluminium fluoride additions to maintain optimal chemistry and maximise resource efficiency. This process generates fluoride emissions from our smelters, which are captured and removed by dry scrubbing systems at our gas treatment facilities.[53]

In 2025, we achieved a meaningful reduction in fluoride emissions, with total emissions falling by 3.6 per cent and emissions intensity declining by 2.8 per cent compared to 2024, supported by consistent operational stability and uninterrupted power supply.

Total fluoride emissions from smelting operations in the UAE[54]





49 In wet scrubbing systems, compounds are removed from a gas stream and transferred to a liquid, minimising emissions to the atmosphere.

50 Emissions data are continuous readings (CEMS), manual sampling, or manual mass balance estimations.

51 Al Taweelah alumina refinery reported 19.25 tonnes of SO_2 emissions. Total 2025 SO_2 emissions for UAE operations were 32,452 tonnes.

52 Flue Gas Desulfurization (FGD) systems are applied to aluminium production representing approximately 970,000 tonnes of aluminium output in the UAE. FGD is available in Al Taweelah plant.

53 In our dry scrubbing system, we apply high volumes of powdered alumina to exhaust gases at extremely high speeds. The subsequent fluoride-enriched alumina is then returned to the smelting process.

54 All emissions are measured using a combination of monitoring technologies across sites, including cassette samplers and laser-based systems. Data presented herein has been derived from monthly averages. EGA's fluoride emissions are 18.6 per cent below the International Aluminium Institute global average of 0.43 kgF/t Al for 2023, which is the most recent year for which global data are available on the IAI website. The fluoride emission intensity of Al Taweelah plant remains lower at 0.24kg/t Al in comparison to Jebel Ali plant.

Dust management from refining, smelting and casting

Total particulate matter (TPM) emissions at our operations originate from stack emissions (including smelter operations, refinery operations, and power generation) as well as fugitive emissions from smelter roof vents. To minimise the release of dust, we implement a range of robust control measures, including automated dust suppression systems, covered conveyors, and enclosed storage and handling areas. In addition, we monitor ambient air quality to assess the effectiveness of these controls and ensure ongoing performance improvement.

In 2025, no complaints related to dust were received from local authorities or surrounding communities.

The 5.1 per cent increase in total particulate matter emissions in 2025 in comparison to 2024 was due to a failure of dust bags at the fume treatment plant. The issue was promptly rectified, and operations have since returned to expected emission limits. This temporary increase did not result in any material impacts, and no exceedances of the applicable regulatory limits were observed.

> I am proud to be the first female Environmental Control Lead Engineer responsible for controlling and monitoring the world's largest gas treatment center, overseeing total particulate emissions and hydrogen fluoride emissions from aluminium production.



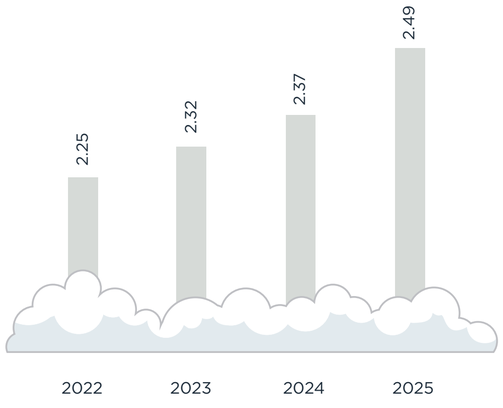
Khawla Mahmoud Abdulla Almarzooqi
Gen. Superintendent - Reduction, UAE

> Air quality excellence remains fundamental to EGA's environmental responsibility. We have strengthened our commitment to monitor emissions to air to ensure consistent performance and regulatory compliance. As our recycling facility advances toward operation in 2026, we are fully prepared to manage its emissions with strong oversight and accountability to protect air quality and our communities.



Abdalla Jafar Ali Ahmed Almaazmi
Graduate Engineer – Environment, UAE

TPM emissions in the UAE



Air quality: recycling[46]

EGA Leichtmetall

EGA Leichtmetall does not report SO_x emissions as its recycling processes use scraps with low sulphur content and emission control systems that limit sulphur-related emissions below reporting thresholds.

Our emissions are significantly below the limits prescribed by the State Trade Inspectorate in accordance with the TA Luft 2021 (Clean Air Act). By employing electrified induction melting furnaces, our facility in Germany inherently produces low air emissions.

EGA Spectro Alloys

In 2025, EGA Spectro Alloys reported emissions of 35.8 tonnes of NO_x, 0.86 tonnes of SO_x, and 2.06 tonnes of particulate matter (PM_{10}).

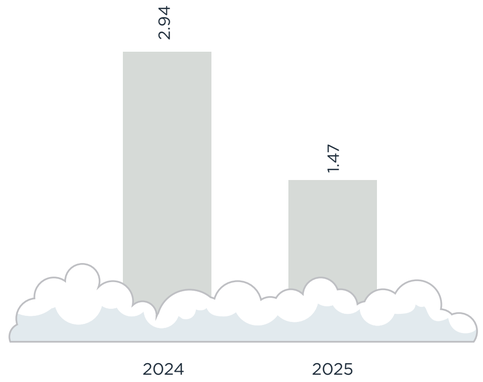
Our emissions data for this facility is based on AP-42 and WebFIRE emission factors published by the U.S. Environmental Protection Agency (EPA), supplemented by site-specific emission factors derived from equipment performance testing.

> EGA Spectro Alloys utilises efficient baghouse technology to minimise air emissions. Based on the most recent performance test data, our furnace equipment operates well below the state and federal emissions requirements.

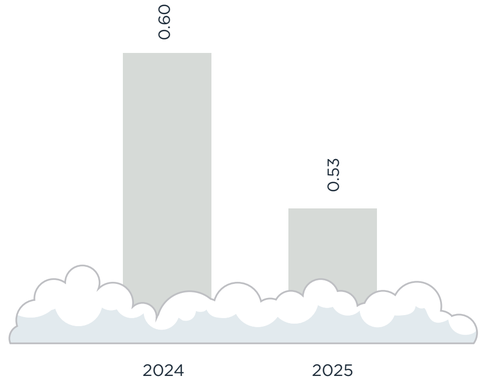


Aaron Jenson
VP of Operations, EGA Spectro Alloys

NO_x emissions at EGA Leichtmetall[55]



PM emissions at EGA Leichtmetall



55 The decrease in NO_x and PM emissions at EGA Leichtmetall is due to lower production.

Greenhouse gas emissions

Decarbonisation is central to our strategy to build a more sustainable future for aluminium. Our ambitious plan to reduce GHG emissions is detailed in our sustainability approach (see pages 16 - 22).

GHG emissions targets

Reducing GHG emissions to limit the worst impacts of climate change remains an urgent priority, as does the critical need for the global economy to reach net zero by the middle of this century. At EGA, we have developed a roadmap to achieve net zero emissions by 2050, covering all our operations (see pages 19 - 22).

In 2025, we defined our 2030 decarbonisation pathway including emission intensity reduction targets aligned with a 1.5 degrees Celsius warming scenario. Building on this, EGA has developed a transition plan, which serves as a framework to define specific actions aimed at achieving our 2030 commitments outlined in our decarbonisation roadmap.

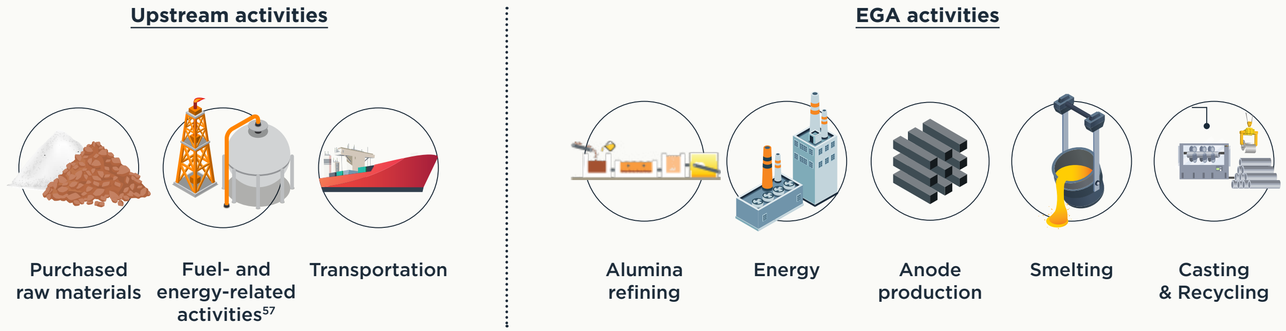
By 2030, EGA is committed to reducing cradle-to-gate emissions intensity[56] by 25 per cent compared to the 2020 base year. This includes scope 1 and scope 2 emissions, as well as upstream scope 3 emissions, in accordance with the 2024 ASI Entity-Level GHG Pathways Method.

We continuously assess deviations and adjust strategies to maintain progress against defined targets, and we are fully committed to the ambition of our 2030 decarbonisation roadmap. Further details on how climate-related transition risks are governed and managed are outlined in the Governance chapter (see pages 110 - 112).

EGA corporate emissions



Aluminium product "cradle-to-gate" emissions



56 The cradle-to-gate boundary is aligned with the ASI Entity GHG Pathways Method, covering scope 1, scope 2 and scope 3 upstream emissions. Within this boundary, emissions intensity is calculated based on input metal to casthouse (comprising hot metal and cold metal/scrap, excluding alloys) rather than hot metal produced.

57 Fuel- and energy-related activities not included in scope 1 or scope 2

Emissions tracking

In 2025, we further enhanced our digital GHG emissions tracking by integrating our MRV (Measurement, Reporting, and Verification) tool with our SAP Platform. This upgrade strengthens the functionality of our system, enabling real-time data capture, automated calculations, and improved traceability across scope 1, 2, and 3 emissions. The integrated platform continues to support compliance with the UAE's National MRV Transparency System and provides stakeholders, including government authorities, with accurate and timely insights through a standardised, centralised dashboard. By combining advanced digital infrastructure with robust monitoring and reporting, EGA is accelerating decarbonisation efforts while ensuring transparency and operational efficiency.



GHG emissions: refining, smelting, and casting[58]

CO_2 emissions from fuel combustion at our natural gas–fired power plants represent the largest share of our greenhouse gas footprint. Additional emissions arise from anode production and consumption, as well as process-related emissions from electrolysis.

> At EGA we believe sustainable aluminium begins with the transparent measurement of our environmental carbon footprint. This is enabled by our digital greenhouse gas MRV system that enhances both accuracy and insight. As our GHG MRV system continues to evolve, it reinforces robust data governance and supports the highest levels of transparency & credibility.



Noor Shahab Abdulrazaq Fikree
Senior Supervisor – Environment, UAE

Scope 1 and 2: refining, smelting, and casting

In 2025, our total scope 1 GHG emissions decreased by 5.1 per cent, which was attributed to:

- Improved operational performance resulting in lower PFC emissions.
- Inclusion of natural gas site specific emission factors calculated monthly based on natural gas composition from each site.

PFCs are potent greenhouse gases generated during smelting, with a global warming potential significantly higher than CO_2. In 2025, PFC emissions intensity decreased by 36.7 per cent compared to 2024, driven by process improvements and a reliable power supply. From March 2024, PFC emissions in the UAE are calculated using a non-linear approach, whereby high-voltage anode effect durations are determined at the individual cell level. Previously, a linear (slope) method was used.

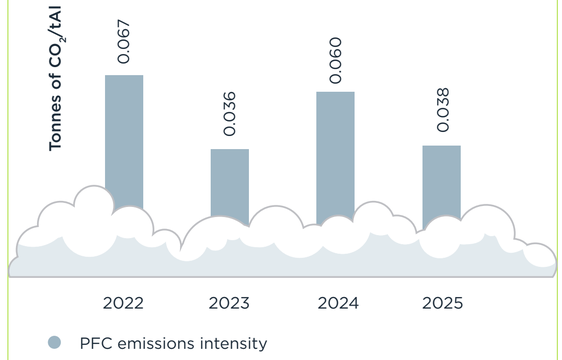
EGA's PFC emissions are already well below the global average due to our technology and operational controls. In 2025, our PFC intensity was 77.6 per cent lower than the global industry average.[59]

Historically, we have produced little in the way of scope 2 emissions given that we generate most of our power at our own facilities in the UAE. Nevertheless, we have previously been accountable for scope 2 emissions because of energy exchange agreements with the local electricity grid. These agreements, which require imports and exports to balance by year-end, enable us to support grid stability during periods of high demand by supplying energy. In return, they provide us with the opportunity to source renewable electricity to produce lower-carbon metal. In 2025, we have imported power from Emirates Water and Electricity Company (EWEC) and Dubai Electricity and Water Authority (DEWA), government-owned utility provider in Dubai.

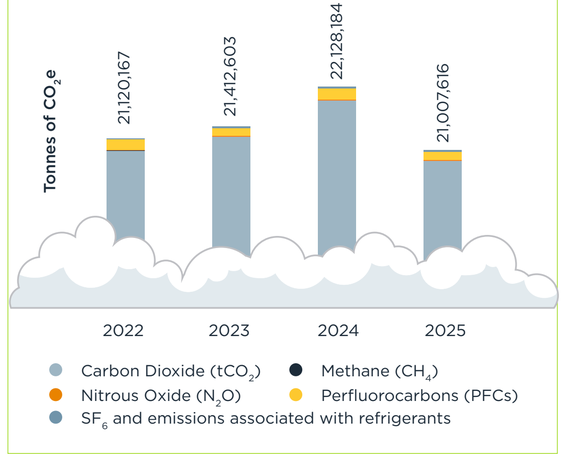
In 2025, we continued to source imported power from renewable energy sources in the UAE, eliminating our scope 2 emissions. This accomplishment is directly attributed to the UAE's ongoing investments in low carbon energy sources. To support increased production of our CelestiAL and CelestiAL-R products, we imported 1,560,766 MWh of solar energy, supported by I-REC certificates, resulting in 97,669 tonnes of CelestiAL metal. This increase in imported solar energy was primarily driven by higher demand for CelestiAL products. In addition, we imported 50,000 MWh of nuclear energy to produce MinimAL, resulting in a total output of 3,559 tonnes of MinimAL products.

GHG emissions intensity (scope 1 and 2) from UAE operations decreased by 2.8 per cent compared with 2024.

PFC emissions intensity in the UAE



Total direct (scope 1) emissions[60] in the UAE



58 GHG emissions data for EGA's UAE, German and US operations have undergone external assurance by DNV. For more information, visit here.

59 IAI PFPB (non-China) global industry average as of 2024 was 0.17t CO_2e/t Al. For more information, visit here: Perfluorocarbon (PFC) Emissions - International Aluminium Institute

60 GWP for CO_2, CH_4, and N_2O are based on the IPCC Sixth assessment report, 2021. Standards used for estimation are GHG Protocol (revised edition) developed by WRI and WBCSD, the IAI addendum developed for the aluminium sector by the International Aluminium Institute (IAI, 2006) and the IPCC Guidelines.



CASE STUDY

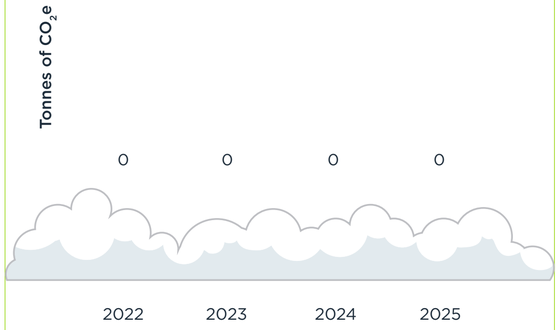
Electric vehicle charging stations

In 2025, EGA continued to advance low-carbon mobility across its operations by expanding electric vehicle (EV) charging infrastructure at both the Jebel Ali and Al Taweelah sites. Launched in 2024, this initiative supports the transition to cleaner transport options across EGA's internal fleet and employee commuting to and from work.

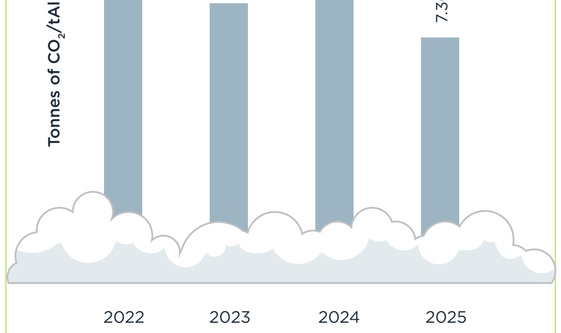
Over 2024 and 2025, we installed more than 109 Alternating Current (AC) charging stations and four Direct Current (DC) fast-charging stations, capable of charging a vehicle from 20 per cent to 80 per cent in approximately 20 minutes.

To enhance data-driven management of this growing network, a demo monitoring system has been implemented. This system is being used to test functionality and integration features. All chargers will ultimately be connected to a centralised monitoring platform that will track utilisation, charging status, energy consumption and CO_2 reduction. This is expected to be completed by the third quarter of 2026.

Total indirect (scope 2) emissions in the UAE



GHG emissions intensity for our metal (scope 1 and 2) in the UAE [61]



Our PFC emissions are 77.6% lower than the global industry average.[59]



61 GHG emissions intensity is calculated based on hot metal production, in line with the International Aluminium Institute (IAI) methodology, and not on casted metal volumes. As defined by the IAI, primary aluminium refers to aluminium tapped from electrolysis cells or pots during the electrolytic reduction of metallurgical alumina, excluding alloying additions and recycled aluminium. For more information, visit here Primary Aluminium Production - International Aluminium Institute

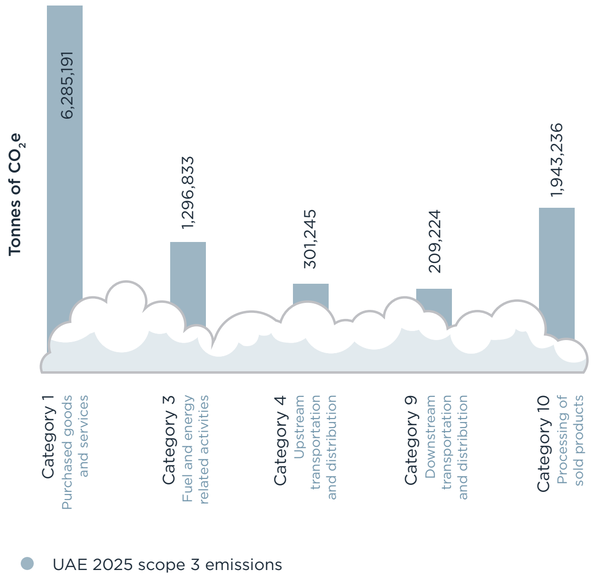
Scope 3: refining, smelting, and casting

We have calculated our scope 3 emissions inventory since 2022. At EGA, we see it as a crucial step in understanding emission sources across our value chain and identifying where we can achieve the greatest emission reductions.

We initially calculated our scope 3 emissions using secondary data for emission factors related to materials and activities. We aim to improve the quality of our scope 3 data by moving from global emission factors to regional ones, and where possible, to site-specific data. In 2025, we began applying supplier-specific emission factors to alumina from a specific supplier.

In 2025, our calculated scope 3 emissions from UAE operations were 10,035,730 tonnes from upstream and downstream categories.[62] This represents a decrease of 4.8 per cent since 2024 which is attributed to an increased level of data maturity in our scope 3 emission inventory through supplier-specific data and shipment specifications. Approximately 62.6 per cent of scope 3 emissions was derived from purchased goods and services.

Total indirect (scope 3) emissions in the UAE



The GHG intensity (scope 1 and 2) of our metal remains significantly lower than most aluminium producers, being approximately 31.9% lower than the published global industry average.[63]



62 For the calculation of scope 3 we use IAI (International Aluminium Institute) scope 3 Calculation Tool Guidance, 2023 and the Greenhouse Gas Protocol, Corporate Value Chain (scope 3) Accounting and Reporting Standard. The following categories are included: purchases goods & services, fuel and energy related activities (not in scope 1 & 2), upstream, transportation and distribution, downstream transportation and distribution, processing of sold products.

63 In 2024, the global average GHG emissions intensity for primary aluminium production was approximately 10.8 tCO_2e per tonne of aluminium, covering anode production, electrolysis, and casting, according to the IAI. The IAI's LCA (life cycle assessment) data excludes emissions from indirect ancillary materials and transport. Electricity-related impacts reflect cradle-to-gate emissions based on GaBi datasets, which include some scope 3 emissions. However, the IAI considers these contributions immaterial to the overall intensity figure.



GHG emissions: recycling[58]

EGA Leichtmetall

In 2025, total gross GHG emissions at EGA Leichtmetall amounted to 7,703.9 tonnes CO_2e, calculated in line with the GHG Protocol.

Scope 1 emissions cover stationary combustion (natural gas), mobile combustion (diesel) and process emissions.

Scope 1 emissions increased by 6.6 per cent compared to 2024. This increase was primarily driven by changes to the calculation methodology of the process emissions.

In 2025, scope 2 emissions amounted to 4,860.3 tonnes CO_2e using the location-based method and 4,870.2 tonnes CO_2e using the market-based method. EGA Leichtmetall purchases renewable electricity and we are working to redeem the associated Guarantees of Origin in 2026 to reduce our scope 2 market-based emissions.

The majority of scope 3 emissions were attributed to upstream activities, with purchased goods and services (category 1) accounting for approximately 90 per cent of total scope 3 emissions. This reflects the emissions intensity of raw material sourcing, which represents the most significant contributor within the value chain.

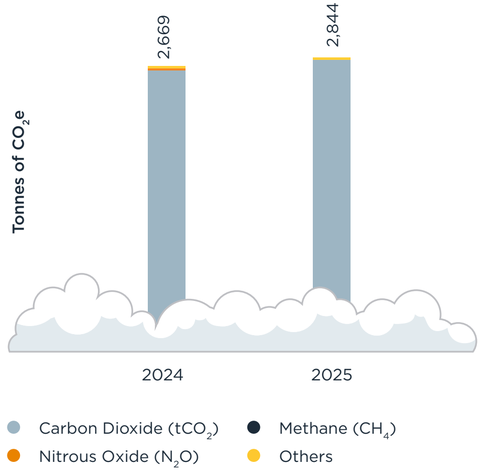
EGA Spectro Alloys

For our 2025 report, we are able to share updates on our recycling operations in the United States for the first time. Gross GHG emissions here totalled 25,057 tonnes CO_2e in 2025.

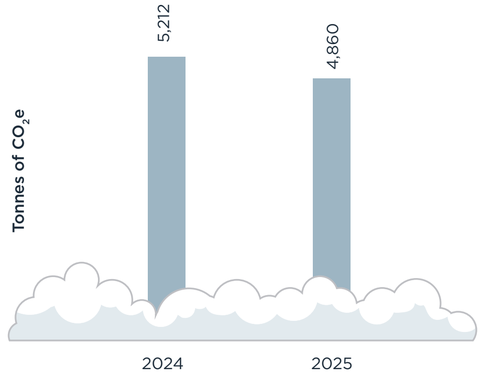
Scope 2 emissions include all fuels consumed on-site, primarily natural gas and diesel[64], totalling 4,101 tonnes CO_2e for the reporting year on both a market- and location-based basis. EGA Spectro Alloys is currently developing an action plan to identify, assess and report its scope 3 greenhouse gas emissions in future reporting cycles. Scope 3 emissions are therefore not included in this current reporting year.

64 CO_2e emissions are calculated using the United States EPA Greenhouse Gas Emission Factor methodology for natural gas and diesel.

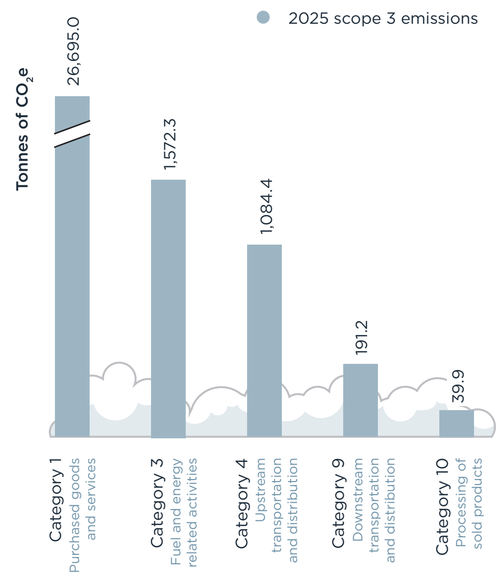
Total direct (scope 1) emissions at EGA Leichtmetall



Total indirect (scope 2) emissions at EGA Leichtmetall



Total indirect (scope 3) emissions at EGA Leichtmetall



> We are firmly committed to minimising our emissions. By consistently using renewable electricity and a high share of secondary aluminium, we maintain a low carbon footprint and actively contribute to climate protection across our value chain.



Katharina Machholz
Energy Management Representative, EGA Leichtmetall



Conserving energy

Energy conservation is a key element of our decarbonisation approach. Every EGA location in the UAE, Germany, and the United States has developed plans and systems to reduce both total consumption and energy intensity.

Home-grown smelting technology

Aluminium production is highly energy intensive. Producing more aluminium with less energy is vital from both commercial and environmental perspectives and has been our aim since EGA was established.

Our in-house R&D department has a strong track record, with R&D investment long embedded in our approach. Further details on our R&D profile are available on page 124.

Since 1990, EGA's technology development has more than doubled the size of reduction cells that are technically and commercially viable. Building on work that began in 1980, we have cut the electricity required to produce each tonne of aluminium by 37.5 per cent, improving both cost efficiency and environmental performance.

In 2025, our overall average energy intensity for smelting aluminium was 13.84 kWh/kg Al.

In late 2024, we completed the design phase and commenced pilot construction of our next-generation smelting technology, EX, EGA's 10th-generation smelting technology. The EX reduction cells are larger than the previous DX+ Ultra cells, allowing higher amperage and improved current efficiency, which increases production capacity by up to 22 per cent.

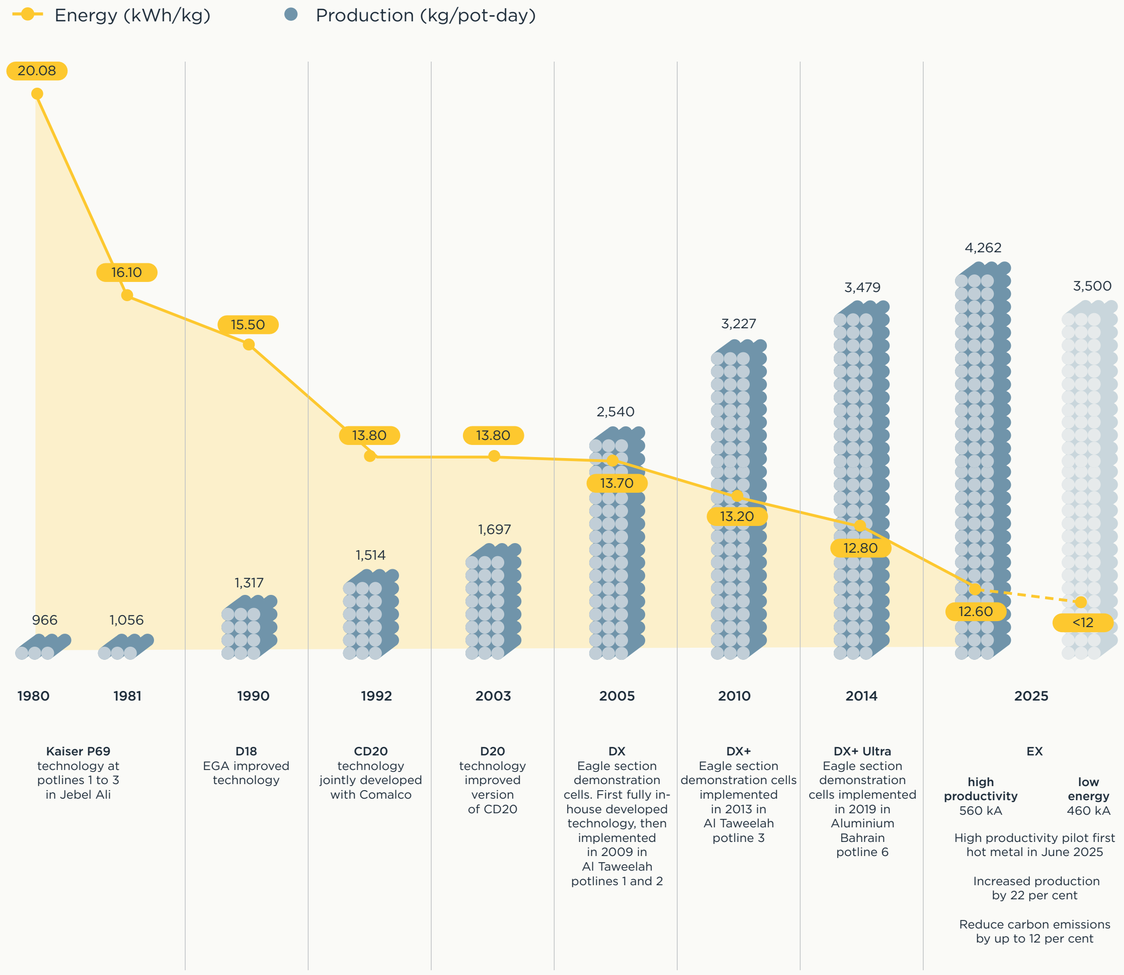
EX technology has been designed with two operational modes: high productivity and low energy. High productivity mode is designed to operate at a maximum amperage of 560 kA with an energy consumption target of 12.6 kWh/kg Al, helping to maximise production while reducing GHG emissions by an estimated 5 per cent per tonne of aluminium. Low Energy Mode aims to further minimise emissions, with a target energy consumption below 12 kWh/kg Al and an expected GHG reduction of 12 per cent per tonne of aluminium.[65] EX pilot reduction cells were started up in mid-2025, and initial data are encouraging.

In 2025, EGA's technology teams were pioneering other innovations that further advance our sustainability commitments. At Jebel Ali, a next-generation rod assembly design featuring a wider yoke with a dual transition joint is expected to reduce energy consumption, delivering up to 50 mV in energy savings, equivalent to 144,308 MWh per year and avoiding an estimated 116 tonnes of CO_2 annually, while also meaningfully lowering safety risks associated with anode handling. Furthermore, our nanoceramic anode coating programme protects anodes from in-pot oxidation, reducing net carbon consumption by 10–15 kg per tonne of aluminium produced and eliminating approximately 53,000 tonnes of calcined petroleum coke demand per year across EGA sites, demonstrating a significant reduction in one of EGA's highest-impact consumables.

Together, these initiatives exemplify how targeted, in-house R&D translates directly into lower energy intensity, reduced raw material consumption, and a safer working environment across all our operations.

65 For more information, visit here: EGA begins production with its next-generation smart smelting technology – advancing the future of efficient and sustainable aluminium and EGA Chairman starts-up final reduction cell in next generation technology pilot in step towards large-scale industrialisation

Evolution of technology - reduction in energy intensity and increased production



> Natural gas is used to generate power efficiently at 52 per cent using the latest combustion technologies which help to minimise our NO_x & CO_2 emissions. We actively promote energy conservation through various process improvements and by working closely with internal and external stakeholders for the benefit of all. At EGA we believe 'energy saved is energy produced.



Vasantha Kumar Rajkumar
General Superintendent – Plant Performance, UAE

> Our proprietary DX, DX+ Ultra and next-generation EX technologies demonstrate EGA's commitment to more sustainable aluminium production. By increasing amperage, improving energy efficiency, and reducing emissions intensity, we are strengthening operational performance while creating lasting value for our stakeholders and communities.



Nadia Ahli
Senior Director - Smelting Development Projects, UAE





CASE STUDY

Connecting to cleaner energy[66]

In November 2025, EGA signed agreements with TAQA, DUBAL Holding and EWEC that will transform how we power aluminium production in Al Taweelah. The initiative represents one of the largest decarbonisation projects in the global aluminium industry's history and positions EGA at the forefront of sector's shift towards net zero by 2050.

The agreements address a fundamental challenge: accessing sufficient cost competitive renewable and clean energy to decarbonise energy-intensive manufacturing. EGA will become the largest single electricity customer on the Abu Dhabi grid, securing 23 terawatt hours annually for 24 years with an increasing share from renewable and clean sources as EWEC's solar projects come online.

TAQA and DUBAL Holding announced plans to acquire EGA's Al Taweelah power and water assets for $1.9 billion. As part of the move, TAQA Transmission is acquiring our electricity transmission assets, upgrading grid interconnection capacity from 640 to 3,360 megavolt-amperes by 2027, to allow for enhanced clean energy supply to our Al Taweelah site.

We also plan to increase production of CelestiAL solar aluminium and MinimAL low-carbon aluminium made using nuclear power to account for almost half our primary production by the end of 2028, depending on market demand. The initiative is expected to reduce total greenhouse gas emissions by 3.5 million tonnes annually by 2035, over 3 per cent of Abu Dhabi's current total emissions.

66 For more information, visit here: EGA, TAQA, DUBAL Holding and EWEC sign agreements to decarbonise aluminium production and expand renewable and clean energy development in Abu Dhabi



CASE STUDY

Production powered by clean nuclear energy[67]

Electricity generation accounts for around 60 per cent of the global aluminium industry's greenhouse gas emissions, but at EGA, we are exploring alternative power sources to reduce our environmental impact.

In August 2025, we delivered the UAE's first aluminium produced with carbon-free nuclear electricity from ENEC's Barakah nuclear energy plant, expanding our low-carbon metal portfolio with a new product: MinimAL.

Nuclear power offers something that solar cannot: abundant clean electricity around the clock, vital for continuous aluminium smelting operations. Barakah generates 40 terawatt hours annually, around 25 per cent of the UAE's electricity needs, avoiding 22.4 million tonnes of carbon emissions each year. The electricity is certified through the UAE's Clean Energy Certification programme using I-REC protocols to ensure traceability. Power is supplied via EWEC through the national grid.

CANEX Aluminium, Egypt's leading downstream producer, became the first customer, using MinimAL to manufacture products for infrastructure, solar energy, transport and architecture.

MinimAL joins EGA's growing low-carbon portfolio. We pioneered CelestiAL solar aluminium in 2021, producing 72,470 tonnes in 2024. We also produce RevivAL recycled aluminium in the United States and Germany, and during 2025 were building the UAE's largest recycling plant, which began production in Q1 2026.

67 For more information, visit here: EGA and ENEC: Carbon-Free Nuclear Aluminium Production

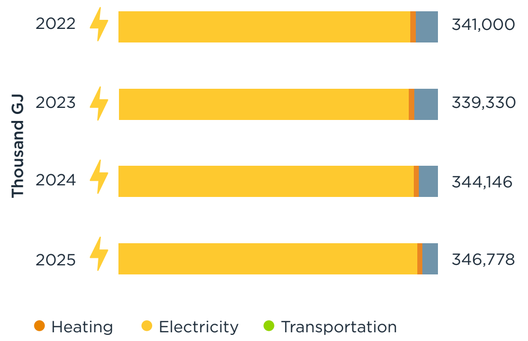


Energy consumption: refining, smelting, and casting

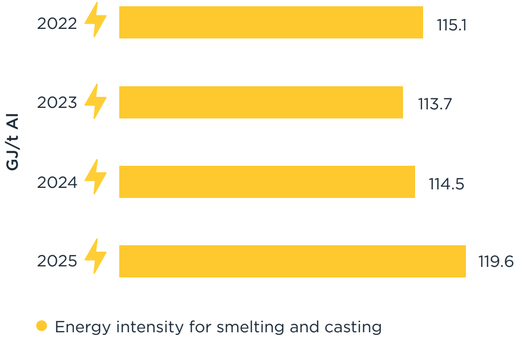
In 2025, we saw a minimal increase in our energy consumption by 0.8 per cent in the UAE. Our energy intensity increased by 4.5 per cent. This increase was primarily driven by steam turbine outages at the power plant. The steam turbine normally operates as part of a combined-cycle system, which improves overall efficiency by recovering waste heat to generate additional power. During outage periods, this efficiency benefit was lost, requiring slightly higher natural gas consumption to maintain operational output, which in turn elevated energy intensity.

For the first time in EGA's history, EWEC power was successfully transferred to our Jebel Ali site, facilitated through the DEWA network. This milestone marks a significant step in our energy and emissions-reduction efforts. We will continue to prioritise energy conservation and efficiency, including the upgrading and optimisation of gas turbines, cooling towers, and fans, to reduce overall natural gas consumption and manage energy resources responsibly.

Energy consumption from non-renewable resources in the UAE



Smelting and casting energy intensity in the UAE[68]



68 Energy intensities are calculated taking into consideration fuel consumed during power generation including efficiencies and thermal loss. Our energy intensity calculations account for the fuel input to our own captive power plant, thereby including the inefficiency losses associated with our on-site power generation. Hence, our energy intensity figures are higher than the global average.

Energy consumption: recycling

EGA Leichtmetall

In 2025, our recycling facility in Germany continued to advance energy efficiency measures across its operations. EGA Leichtmetall operates entirely on renewable electricity, including for energy-intensive processes such as melting.

The site participates in the German energy efficiency working group Energieeffizienz & Klimaschutz Netzwerk (IEEKN), which facilitates knowledge-sharing on topics including regulatory impacts, successful energy efficiency measures, and best practices for managing energy consumption.

Total energy consumption at the facility amounted to 91,543 GJ in 2025, representing a 7.7 per cent decrease compared to 2024 figures. This reduction was primarily due to lower production volumes and minor decarbonisation efforts during the reporting year.

The reported energy consumption includes all energy used for the production and sale of aluminium alloys in various formats. Total fuel consumption from non-renewable sources was 30,290 GJ, primarily used for transportation and heating. In 2025, the facility's energy intensity was 4.9 GJ/t Al.

Through our decarbonisation efforts in 2025, EGA Leichtmetall achieved a total reduction of 6 GJ in energy consumption. This came as a direct result of conservation and efficiency initiatives, including measures related to natural gas used for heat generation.

The site collects and reports data on excess heat from production processes on a nationwide platform. The aim is to connect other companies in Germany with available heat sources that they could repurpose, therefore reducing waste, and to help raise awareness of heat usage in the industrial sector.

EGA Spectro Alloys

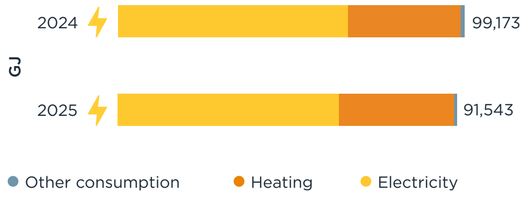
In 2025, our EGA Spectro Alloys recycling operations in the United States reported total energy consumption of 454,819 GJ.

The facility's energy intensity was 6.97 GJ/t Al produced.

The reported energy consumption includes all electricity consumed and monitored within EGA Spectro Alloys' property boundary.

EGA Spectro Alloys has completed the first phase of its expansion, including the commissioning of operations at the new billet facility in 2025. Construction of this phase was completed in July, adding 65 thousand tonnes of billet capacity. The site is currently ramping up production, with the expansion expected to increase resource consumption while enhancing overall production capacity.

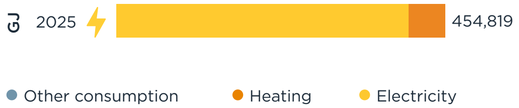
Energy consumption at EGA Leichtmetall



Energy intensity at EGA Leichtmetall



Energy consumption at EGA Spectro Alloys



Energy intensity at EGA Spectro Alloys





Water management

Water is a precious resource that must be conserved and protected. Across all EGA sites, we have developed strategies and systems to reduce water use and ensure responsible management of wastewater.

Water management: refining, smelting, and casting

In the UAE, the majority of our water use is for cooling during electricity generation. We extract seawater for this purpose and more than 95 per cent of this is returned to the sea. We do not utilise groundwater reserves or other natural freshwater resources. Instead, our freshwater requirements are met through seawater desalination, which supports industrial processes, steam generation, and office and residential use across our sites.[69] To reduce demand for desalinated water, we treat and recycle water from our onsite sewage treatment plants for use in landscape irrigation.

Withdrawal and discharge performance: refining, smelting and casting

In 2025, EGA's water use reflected shifting operational patterns. Reduced operation of multi-stage flash (MSF) units, combined with lower overall demand, contributed to a decrease in both water withdrawal and discharge. These operational adjustments support our commitment to responsible water stewardship and continuous improvement in resource efficiency.

Total water consumption decreased by 198,590 megalitres, representing a 41.4 per cent reduction compared to 2024. This decrease was primarily driven by shutdown and maintenance activities related to major inspections across our sites, including cooling tower shutdowns associated with steam turbine outages

Our total water recycled and reused in 2025 was 827 megalitres. This represents a 59.3 per cent increase since 2024 mainly due to higher treated-effluent flow and additional effluent transferred to the system. Filtration efficiency was also improved in 2025, through effective back washing of the filters.

EGA sets water quality thresholds for discharged water in accordance with local regulatory requirements, aiming to prevent potential harm to the marine environment. We also conduct annual marine surveys at both of our UAE sites to assess the impact on the local marine ecosystem. Our 2025 assessment results indicated absence of acute or chronic adverse biological impacts attributable to EGA's discharges within the surveyed zones.

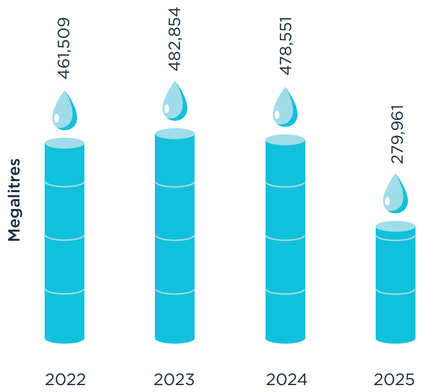
> In one of the world's most water-scarce regions, responsible desalination is a national priority. We secure reliable water for EGA's operations and the wider community while advancing ESG performance through a new treatment regime that eliminates particulate iron discharge and safeguards the UAE's marine ecosystems.



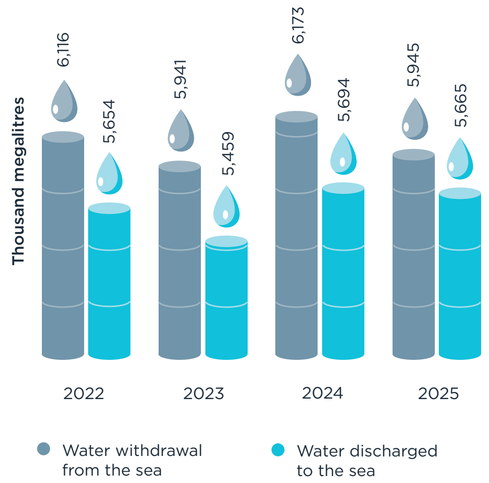
Waheed Sobhy
Manager – Water Systems Energy, UAE



Water consumption in the UAE[70]



Water withdrawal and discharge in the UAE[70]



69 We also supply some of the desalinated water generated at our Jebel Ali facility to local customers in Dubai. In 2025, 4,937.4 megalitres were supplied to local customers.

70 Water withdrawal, discharge and consumption data for 2022–2024 have been restated following a 2025 review and alignment of methodologies in accordance with GRI Standards. The updated approach improves consistency in definitions, system boundaries and data completeness. This restatement represents a material change to previously disclosed data, with water withdrawal and discharge approximately three times higher and water consumption approximately nine times higher than earlier reported figures. These changes reflect methodological improvements rather than changes in underlying operational performance.



Water management: recycling

EGA Leichtmetall

At our recycling plant in Germany, all water is sourced from the municipal water supply and returned to the municipal wastewater system.

Calibrated meters measure our water consumption and wastewater volumes from evaporative cooling systems, supplemented by landlord billing data. We take fortnightly readings to monitor and report our water performance, and work to reduce water use wherever possible, for example by using evaporative cooling systems to efficiently supply cold water to our casting process.

The local regulatory authority oversees all water-related activities at our facility, and we maintain regular communication to ensure ongoing compliance.

EGA Spectro Alloys

Our recycling plant in the United States consumes City Water from the Minnesota Metropolitan Council and all cooling water is recycled to reduce overall consumption. No liquid water is discharged from our processes with the exception of stormwater runoff and septic water.

Withdrawal and discharge performance: recycling

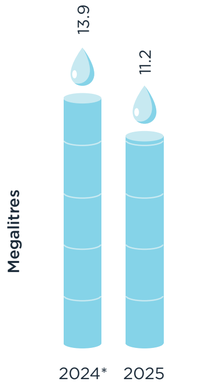
EGA Leichtmetall

In 2025, water withdrawal decreased by 15.4 per cent while water discharge decreased by 11.0 per cent at our operations in Germany.

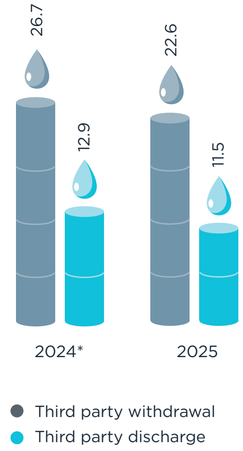
EGA Spectro Alloys

In this first year of reporting on water consumption and withdrawal at EGA Spectro Alloys, water withdrawal decreased by 21.5 per cent compared to 2024. The decrease in water withdrawal in 2025 was due to an equipment failure which shutdown one of the aluminium furnaces. The repairs are currently ongoing, and the furnace is expected to be operational from June 2026.

Water consumption at EGA Leichtmetall



Water withdrawal and discharge at EGA Leichtmetall



Water consumption at EGA Spectro Alloys



Water withdrawal at EGA Spectro Alloys



* Water data for 2024 has been restated following improved data validation and methodology updates. The changes do not have a material impact on previously reported performance.



Resource circularity and waste management

Waste management

We manage waste responsibly in accordance with local regulations and available waste management infrastructure. Each EGA site has developed a waste management approach tailored to its operations and local context.

Waste management: refining, smelting, and casting

At EGA, we recognise that waste can have significant impacts and requires robust controls. Improper waste management, particularly of hazardous materials like Spent Pot Lining (SPL), dross, carbon dust, and used oils, poses serious risks to human health, such as respiratory issues, and to the environment through soil and water contamination and ecosystem damage.

To mitigate this risk, we follow the waste hierarchy framework in all our waste management decisions, first prioritising waste prevention, followed by reuse, recycling, recovery, and disposal as a last resort. We have a comprehensive Waste Management Plan in place. Monthly meetings review performance across each operational area.

At the end of 2023, we committed to reducing waste sent to landfills with a target of net zero waste to landfill by 2030. We have since developed a roadmap towards this goal, accounting for commercial feasibility in a market where landfilling remains less expensive than recycling. To drive progress, we have set targets for each operational area, reviewed annually to reduce waste generated by at least 5 per cent.

In 2025, we achieved zero landfill disposal for key process wastes, including dross, SPL and carbon dust, through industrial partnerships with local industries. Opportunities for further improvement remain, particularly in reducing reliance on incineration for certain process consumables and minimising landfill disposal of general waste and sludge.

Management of potential impacts: refining, smelting, and casting

We follow strict regulatory standards to protect both people and the planet, and use engineered containment systems, compliant disposal methods, proper documentation and traceability, employee training, and continuous monitoring to help reduce risk.

We apply the 6R principle as a structured approach to managing waste across our operations. The six pillars - Refuse/Redesign, Reduce, Reuse, Repurpose, Recycle and Responsible Disposal - provide a comprehensive framework to minimise waste generation and associated environmental impacts. This approach guides our efforts to reduce overall waste volumes, with a strong focus on material circularity, including the recovery of aluminium scrap and dross, and the recycling of spent anode blocks. We continue to expand our recycling capacity and collaborate with stakeholders to strengthen broader recycling solutions.

To ensure accurate documentation, secure handling and full waste traceability at every stage from generation to disposal or treatment, we use a manifest system with multiple verification steps, requiring signatures from the waste generator, transporter, security, and receiver.

We also maintain separate records for by-products to ensure accurate tracking and reporting. This distinction supports better management of by-products and strengthens our sustainability and compliance efforts.

New initiatives: refining, smelting, and casting

We are actively exploring and evaluating circular economy initiatives in pursuit of our 2030 target, both to avoid landfill and create value from waste through recovery and recycling practices.

Historically, due to limited recycling options, SPL was managed as a mixed material. By expanding market opportunities and engaging clients, in 2025, the first-cut (carbon-rich) spent pot lining (SPL) was sold separately, while the second-cut (refractory) SPL was treated independently. This has enabled us to maximise value through specialised recycling streams. As a result, we can now not only recycle the waste but also generate revenue, setting a global benchmark for sustainable SPL recycling.

The same year, we also implemented the e-manifest system that enables real-time monitoring of material flow across generation, transportation, and recycling/disposal stages. This was an upgrade from our previous manifest system, significantly improving data management and transparency by enabling all stakeholders to access accurate, up-to-date information.

Finally, we are making progress toward our goal of sending zero waste to landfill from our UAE offices. Through the Recycle Right at EGA initiative, launched in 2025, we have implemented waste segregation to enable the reuse and recycling of materials such as paper, plastics, and metals. In the same year, we successfully completed a food waste reduction campaign at Al Taweelah, surpassing our ambitious target.

100% of SPL, dross, and carbon dust recycled







CASE STUDY

Reducing food waste

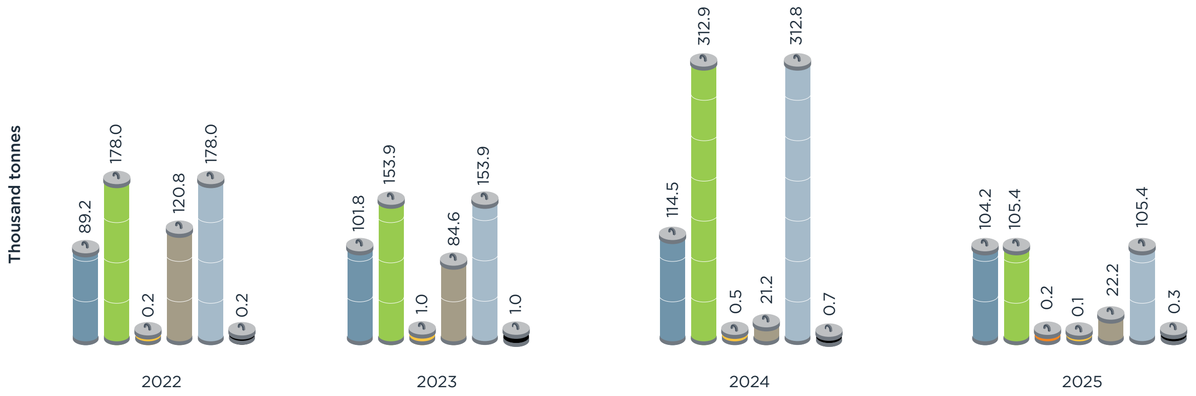
As part of our 2030 zero landfill ambition, EGA launched a three-month Food Waste Reduction campaign in the staff canteen at Al Taweelah in 2025. Guided by behavioural best practices and the UAE's national food loss and waste initiative, Ne'ma, the campaign targeted the point where waste is hardest to control: the individual plate.

We set a challenging target of 20 per cent reduction in plate waste and exceeded it, reducing the average waste per employee from 201 grams to 153 grams, a 24 per cent reduction over the campaign period.

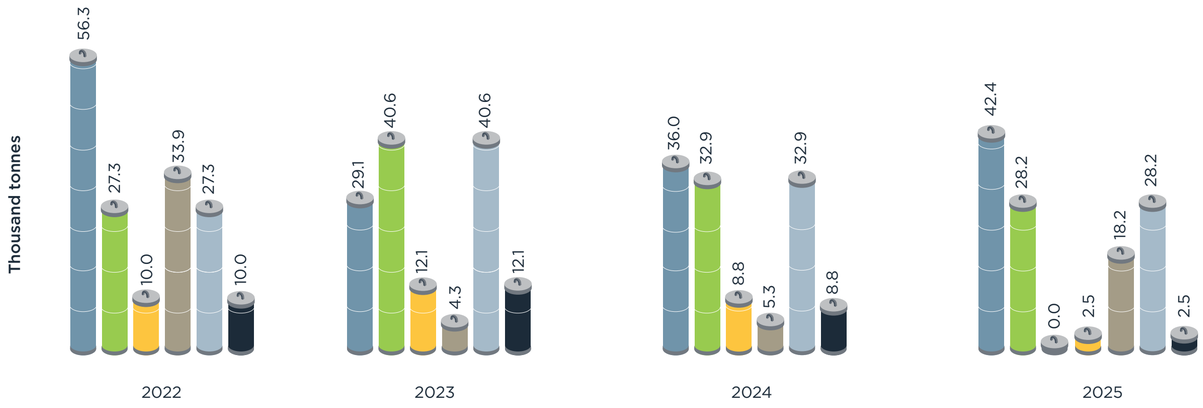
Communication and engagement were central to this success. Live dashboards displayed daily averages and rolling trends, creating visible accountability. Awareness messages and portion control prompts were placed strategically at serving stations, while employees were invited to share photographs of clean plates, with top contributors winning a month of free lunches. Pledge boards, digital posters, and regular updates on Viva Engage reinforced the message throughout the campaign.

Alongside behaviour-focused efforts, we installed a food composting machine at the site to process unavoidable food waste, reducing landfill volume and associated methane emissions. The framework and lessons learned are now being evaluated for rollout across other EGA sites.

Hazardous waste and its disposal in the UAE [71] [72] [73]



Non-hazardous waste and its disposal in the UAE



Total waste generated | Recycled | Incineration[74] | Landfilled | Total stockpiled volume | Total waste diverted from disposal | Total waste directed to disposal



71 Excludes bauxite residue. All waste weights are measured at a weighbridge. EGA's waste management team enter records from the waste manifest to our waste management database and ensure records are adequately maintained and distributed.

72 Total stockpiled includes the cumulative total of waste stored onsite in-year as well as from previous years.

73 We disclose waste data in alignment with GRI 306: Waste (2020) requirements; however, recycling figures include spent potlining (SPL) used as feedstock in the cement industry, in line with EGA's internal definition of recycling, which differs from GRI's classification. Waste diverted from disposal volumes can appear higher than waste generation volumes in a given year as they also account for materials recycled from stockpiles generated in previous years.

74 In 2025, we further enhanced our waste classification inline with GRI requirements by introducing an incineration category.

> "Driven by circular economy principles, the department has enhanced recycling performance, transformed by-products into value, and delivered zero process waste to landfill across EGA operations."



Mohamad Zafar Abbas
Senior Superintendent, UAE



Waste from the smelting of aluminium

Aluminium smelting generates various hazardous waste materials, with the most significant streams being carbon dust, dross, and SPL.

SPL is the spent inner lining of reduction cells, which must be replaced after several years of operation. It is classified as hazardous due to its reactive content and requires careful handling during storage and transportation. At EGA, we work with a purpose-built facility equipped with ventilation systems, gas detection, and controlled access to ensure SPL is managed to the highest safety standards. We have also implemented SPL segregation by source to enable more targeted and effective recycling solutions.

Through successful partnerships with the UAE cement industry and support from environmental agencies, we can now process our SPL as an alternative raw material in cement production. This reduces demand for natural resources and, given its unique characteristics, can help to lower fuel requirements and corresponding NO_x and GHG emissions in cement production.[75]

In 2025, we generated 33,226 tonnes of SPL in our UAE site. Of this, 28,332 tonnes were fully recycled in line with environmental sustainability best practices.

Dross is a mass of impurities that floats to the top of molten aluminium and is removed during the smelting process. EGA has a zero dross-storage policy and recycles all dross. While dross may be temporarily stored on-site in designated bunkers, it is then sent for recycling, preventing long-term accumulation.

We partner with contracted third-party recyclers to recover and process dross sustainably and efficiently. They extract valuable aluminium from the dross and return the recovered material to EGA, creating a closed-loop system that maximises resource efficiency.

In 2025, we generated 27,681 tonnes of dross, all of which was sent to a specialised recycling facility to recover any aluminium from the material.

Additionally, in 2025, we made significant improvements in carbon dust management, recycling 35,485 tonnes.[76]

Aluminium scrap

Alongside recycling dross, EGA recycles all internally generated aluminium scrap, such as offcuts and trimmings, by reintegrating it into the production process. In 2024, we strengthened our position in the secondary aluminium market through two major acquisitions: a recycling plant in the United States and another in Germany.

In 2025, we continued to expand our recycling footprint. At EGA Spectro Alloys in the United States, we completed the first phase of a plant expansion, adding 65,000 tonnes of billet capacity. We also announced a further phase that will increase total capacity to 200,000 tonnes of recycled aluminium per year by 2027.

In Germany, we shared plans to expand operations at EGA Leichtmetall, increasing recycling capacity six-fold through the addition of 110,000 tonnes of scrap sorting capacity and 150,000 tonnes of melting and casting capacity annually.

Meanwhile, in the UAE, EGA is constructing the nation's largest aluminium recycling facility at Al Taweelah. Production began in early Q1 2026, with a production capacity of 185,000 tonnes per year.

EGA also participated in the Every Can Counts campaign, encouraging consumers to recycle aluminium beverage cans and supporting the growth of a circular economy across the UAE. Further details are provided on page 84.

75 EGA commissioned a study in 2018 from the Massachusetts Institute of Technology to model the environmental footprint of SPL used in cement production. Findings identified a potential 3.5 per cent reduction in NO_x emissions and 0.72 per cent reduction in CO_2 emissions.

76 Carbon dust is recycled by repurposing it as an alternative fuel in energy-intensive industries. EGA produces three grades of carbon dust, each differentiated by its calorific value. These graded materials are supplied primarily to cement manufacturers, where they are used as a substitute fuel in kilns.

CASE STUDY

UAE’s largest aluminium recycling plant[77]

Announced in 2023, we have constructed the UAE’s largest aluminium recycling facility, located adjacent to our Al Taweelah smelter, which commenced operations in Q1 2026. The facility has the capacity to produce 185,000 tonnes per year of low-carbon, high-quality premium aluminium from pre- and post-consumer scrap, supplying both local and global markets under the product name RevivAL.

Commissioning of the scrap sorting equipment began in December 2025, and the system is now capable of shredding and segregating up to 150,000 tonnes of scrap annually using advanced magnetic, mechanical and X-ray technologies. In January 2026, the project reached a key milestone with the first charging of scrap metal into the site’s furnace. Operating at approximately 750°C, the furnace uses regenerative burners to enhance energy efficiency.

77 See more information here



Waste from the refining of alumina

Bauxite residue is our most significant and challenging waste material. Generated during the alumina refining process, it comprises several metal oxides and residual highly alkaline compounds. Its hazardous nature stems from this high alkalinity, which can significantly alter natural environments if not properly controlled.

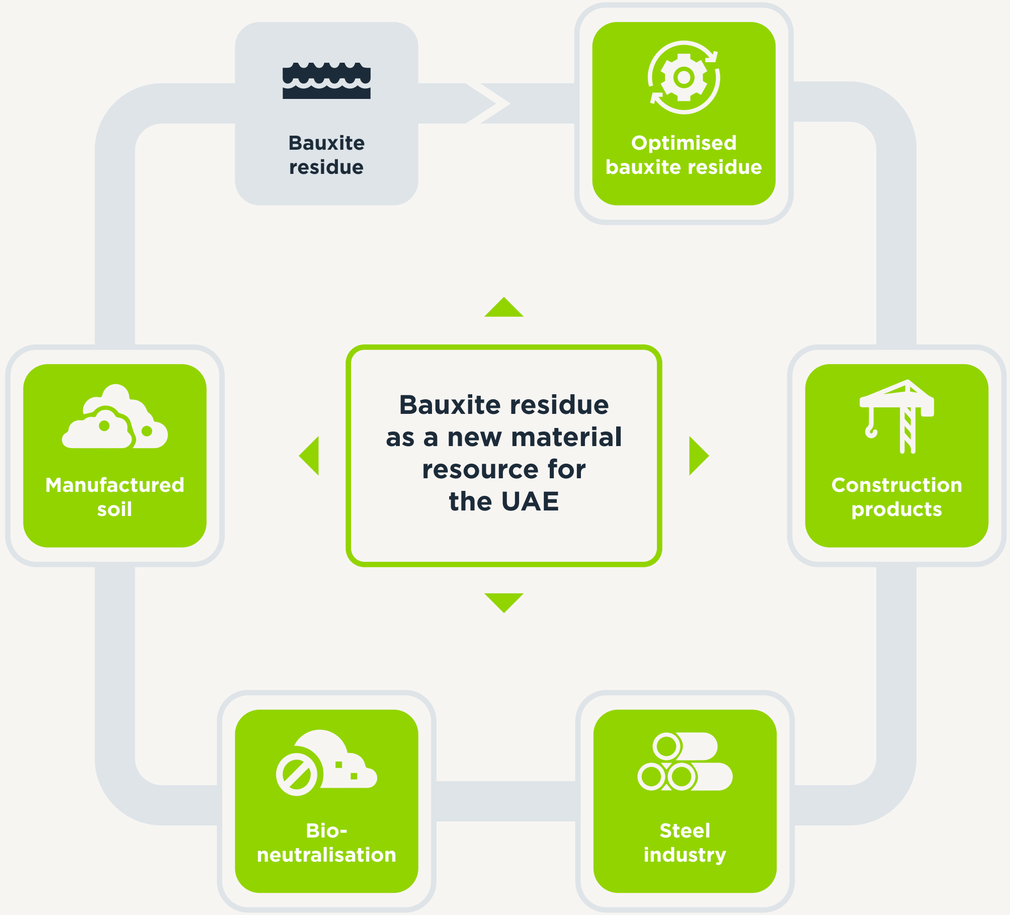
Globally, the most common approach to deal with bauxite residue is large-scale storage in specially constructed dams and impoundments. However, this carries risks of environmental degradation to local watersheds and ecosystems. For decades, the industry has sought more sustainable and commercially viable methods.

At EGA, our bauxite residue is filter pressed into dry ‘cake’ and transported in covered trucks to a purpose-built storage facility. Located approximately 35 km inland from the coast in the Emirate of Abu Dhabi within a desert expanse, the facility is fully lined and will be progressively sealed. Once sealed, the land will be made available for reuse in potential projects ranging from warehousing to a solar farm for which a feasibility study is currently underway.

In 2025, we deposited 3.67 million tonnes of refinery waste at our facility, a slight increase from 2024. This storage is not intended as our long-term solution for this waste, and EGA’s Bauxite Residue R&D Group are tasked with identifying ways of converting this waste material into useful products.

These solutions help us reduce or eliminate the need for storage and unlock bauxite residue as a new material resource for the UAE. The R&D group has also created a portfolio of additional novel applications that are at an advanced stage of development, with further pilot-scale trials expected.

Bauxite residue as a new material resource for the UAE



Bauxite source issues and effect on bauxite residue program

In 2025, the supply of bauxite to EGA's Al Taweelah alumina refinery from Guinea was terminated. The refinery began processing bauxite from a wide variety of global sources, many of which possess radically different composition, mineralogy and chemical behaviour. The resultant bauxite residue was very different to the material upon which our research was based, and its properties and behaviour changed from week to week as different blends of bauxite were processed by the refinery. While this complicated efforts to assess the feasibility of our processes and products with the new sources of bauxite, and to adapt them where possible, meaningful progress was still made in our quest to convert bauxite residue into commercially viable products.

Optimised bauxite residue

For almost ten years, we have been conducting research into the potential conversion of bauxite residue into an environmentally benign raw material that could be used as a feedstock for other industries. We refer to this environmentally benign material as Optimised Bauxite Residue (OBxR). Construction of our large OBxR pilot facility commenced in late 2023 and while it was slated for commissioning in mid-2025, construction delays have resulted in this being deferred to Q2 2026. Once commissioned, the pilot plant will be able to convert up to six tonnes of bauxite residue into OBxR every day. This facility will implement a new hydrometallurgical process that neutralises bauxite residue into an environmentally benign raw material in a matter of hours, instead of undergoing decades-long natural processes. The OBxR pilot plant is the first of its kind, and has been named Ra'ed, the Arabic word for pioneer. When complete, we will have the ability to conduct large-scale, field-based plant growth trials using OBxR as a core component in manufactured soil that is suitable for arid climates.

While awaiting the completion of Ra'ed, we continued to use the Small Soil Manufacturing & Research Facility (SSMRF) to support our agronomic research. Throughout 2025, most of the effort was directed to evaluating the effects of changes in bauxite residue composition upon the OBxR process, and in adapting the process to compensate for these changes. While the production of OBxR for horticultural studies was significantly curtailed, sufficient viable material was produced to allow us to construct and operate several additional agronomic demonstration plots. In combination with our research and analytical capabilities in the laboratory, the Ra'ed and SSMRF projects will continue to enable us to conduct in-house research at scales ranging from milligrams to metric tonnes.

Manufactured soils

We have been exploring methods for the manufacture of soil from OBxR and examining its potential as a plant growth medium since 2017, working with some of the world's leading agricultural research institutions. We refer to this manufactured soil as Turba, the Arabic word for soil.

In 2025, we started to extend our horticultural research capabilities through the construction of a third Turba demonstration plot, located within the grounds of the Al Taweelah alumina refinery, and secured 3700 m^2 of land adjacent to EGA's headquarters at Al Taweelah for the establishment of a dedicated horticultural research facility. The purpose of this facility is to develop optimal practices for the use of Turba in arid environments such as the UAE, and to provide guidance for improving OBxR and Turba.

Our current horticultural research is based on OBxR and Turba produced at the SSMRF pilot plant from Guinean bauxite residue. However, several tonnes of Turba have been generated from non-Guinean material, and this prototype material is being used for comparative potting studies against our standard Turba.

On-going university-based research in support of the Turba program included the carbon sequestration potential of Turba at the University of Queensland, a study of ecotoxicological properties of OBxR and Turba on seeds, plants, and soil fauna at the University of Limerick, and an exploration of the plant nutrient exchange behaviour of OBxR minerals at Texas A&M University.

We also completed our very successful research project with the American University of Sharjah on biochar and high-energy bio-oil. Biochar is a charcoal-like material used to improve soil porosity and water retention that ultimately helps plants thrive. The project determined optimal ratios of food waste and municipal bio-solids and processing conditions to obtain a high-energy bio-oil and an environmentally benign biochar. Municipal biosolids are generated at wastewater treatment plants and their treatment, storage and land application can generate greenhouse gas emissions. Currently, much of the food waste in the UAE is either incinerated or landfilled, both resulting in GHG emissions. The processing route developed at the American University of Sharjah produces a special type of designer biochar that is mildly acidic and will potentially find a role in EGA's future manufactured soils for use in the UAE.

Raw material for the steel industry

At the close of 2024, we completed and commissioned a pilot facility to extract high quality iron ore from bauxite residue. In early 2025 we were able to use this facility to fully validate the process at a small industrial scale, while the refinery was processing the last of its stockpiles of Guinean bauxite. However, this process is highly dependent on bauxite mineralogy. As the refinery began progressively consuming more bauxite from other regions, performance of the plant declined. As expected, with some bauxite types, production of iron ore using this technology became not feasibe, and the pilot plant was deactivated and placed in standby mode.

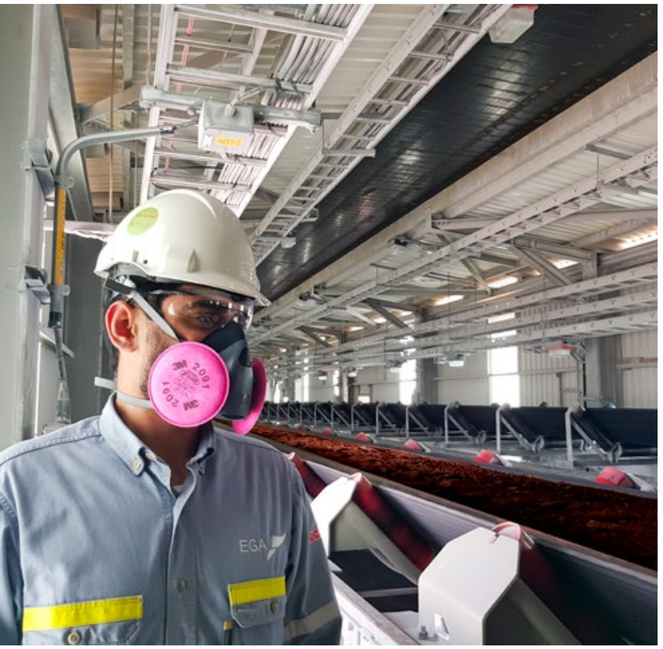
For the remainder of the year, as more bauxite sources and blends were processed in the refinery, residue samples were collected and tested in the laboratory. While some bauxite types showed promise, when blended with an incompatible bauxite, the iron ore extracted from the residue was of low quality. However, we are continuing to develop the process and as bauxite supply stabilises, we remain optimistic for the future of this technology.

Bauxite residue in construction products

We continued our development of a high-density, high strength aggregate from bauxite residue combined with fly ash, another globally widespread waste material. In 2025, we focused on the commercialisation of this product, with a development plan that will ultimately lead to a demonstration facility producing sufficient product for prospective customers to apply in field trials. Supporting information and design data in support of this aim will come from a pilot trial to be conducted on our behalf by a research service provider in Europe in 2026. Raw material for the pilot trial has been prepared and shipped.

Work to produce light-weight aggregates also continued during the year, extending our studies into the logistical and technical requirements for upscaling the process to commercial implementation. This included engaging with raw material suppliers both locally and internationally, structured technical workshops with industry experts, and the exploration of alternative production techniques and product morphologies. At the close of the year, a concept study was initiated for the development of a pilot/demonstration facility for its further development and production in the UAE.





Waste management: recycling

EGA Leichtmetall

We are committed to improving waste management practices and aligning with world-class circular economy principles at our recycling operations in Germany.

In 2025, as in previous years, we worked exclusively with certified specialist companies in waste disposal and continued to make progress on waste separation across all operations. This past year, we have paid particular attention to sorting scrap by type and reclaiming process scrap directly from our customers. We have successfully grown our network of returning customers, enabling us to bypass intermediary dealers and further reinforcing our closed-loop approach to material use.

Hazardous waste from our operations consists primarily of dross, along with filter dust, absorbent and filter material, and mineral fibre wool destined for disposal. Dross, a by-product of aluminium remelting, is our facility's main hazardous waste stream and we are actively working to reduce the amount we generate. We have set a goal of processing dross internally in the coming years, recovering aluminium for EGA Leichtmetall, and providing remaining material for use in other sectors, potentially in the concrete industry. This would bring EGA Leichtmetall's approach in line with practices already in place at our UAE operations.

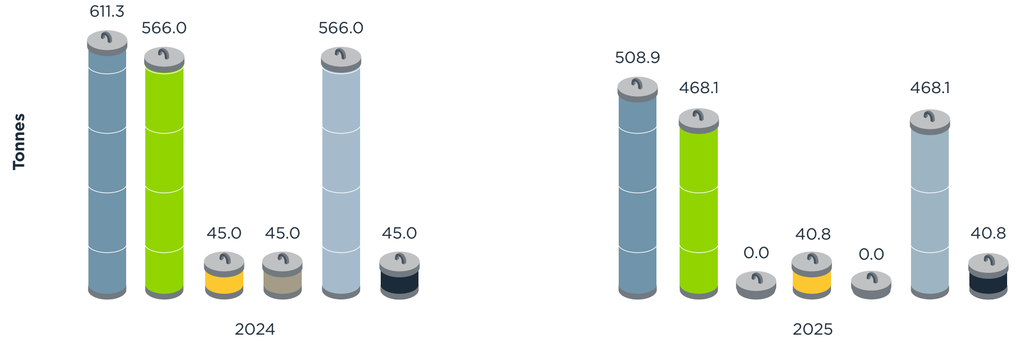
In 2025, we recycled 92 per cent of the hazardous waste produced at EGA Leichtmetall.

This year, non-hazardous waste consisted primarily of recoverable materials such as waste wood, mixed packaging, iron and steel for disposal, furnace scrap, inductor breakdown, and residual materials. Our waste management efforts delivered an 84.0 per cent recycling rate, reflecting our ongoing commitment to resource recovery and circularity. All remaining waste is sorted and handled by certified waste management companies. This includes hazardous waste which is stored in a designated containment area before being treated and disposed of in line with regulatory requirements.

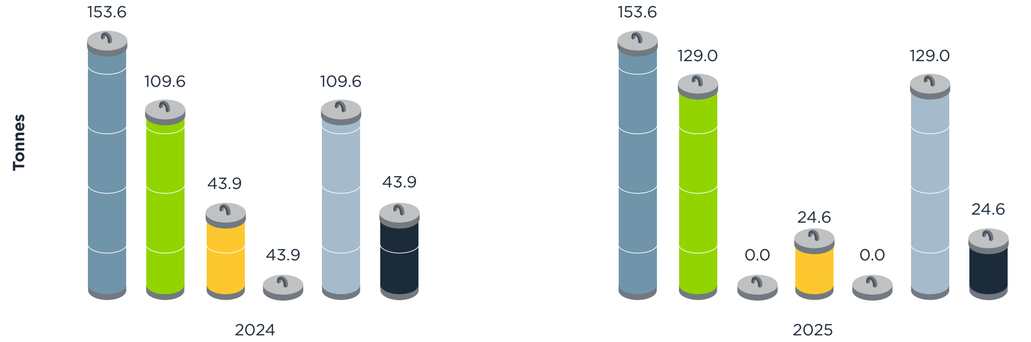
> "Turning waste into high-value products is at the core of our circular economy strategy. Achieving the highest recycling rate in our history highlights our commitment to creating sustainable value, where every resource is maximised and every impact minimised."

Elke Mühlbauer
Management representative,
EGA Leichtmetall

Hazardous waste and its disposal at EGA Leichtmetall [73]



Non-hazardous waste and its disposal at EGA Leichtmetall



Total waste generated | Recycled | Incineration[74] | Landfilled | Total stockpiled volume | Total waste diverted from disposal | Total waste directed to disposal



CASE STUDY

Scaling up recycled aluminium in Europe[78]

In December 2025, we announced a $170 million expansion of EGA Leichtmetall in Germany, a move that will increase the site's recycling capacity more than sixfold. The new facility we are building near Hannover will add 110,000 tonnes per year of scrap sorting capacity and 150,000 tonnes per year of melting and casting capacity, with production expected to begin in 2028.

This project seeks to address a critical challenge: consistently producing high-quality aluminium from post-consumer scrap for the European automotive and aviation industries, which increasingly require this combination of performance and sustainability to meet consumer expectations.

The facility will combine state-of-the-art scrap sorting using X-ray and laser technologies, advanced furnace systems, and an integrated salt recovery process in a single location. This enables precise separation of scrap by alloy, grade and impurity level, allowing our teams to apply decades of blending expertise to produce high-grade aluminium from post-consumer material for the first time.

Energy-efficient homogenisation furnaces are designed for future hydrogen conversion. The casting line will produce secondary ingots in nearly all wrought alloys plus foundry alloys. Salt will be almost entirely recovered for reuse, with the only solid waste being aluminium hydroxide, usable in cement production, and non-aluminium scrap fractions.

Europe is the third-largest recycled aluminium market globally. Recycled aluminium currently meets around 40 per cent of Europe's demand at 4.9 million tonnes annually, expected to grow to 7.2 million tonnes by 2033 according to CRU.

78 For more information, visit here: EGA Boosts German Aluminium Recycling Capacity Six-Fold

EGA Spectro Alloys

At our EGA Spectro Alloys operations in the United States, we recycle all recyclable materials passing through the facility, including almost all metals, wooden pallets, and cardboard. Remaining waste materials are sent to a local landfill site where they are managed in cells to prevent pollution.

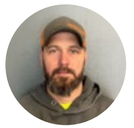
In 2025, the facility generated 6,955.2 tonnes of hazardous waste, including airbags, corrosive liquids, and baghouse dust. Hazardous waste generation is expected to decrease overall in 2026 following the completion of a site remediation project, although some activities and associated waste volumes will extend into 2026.

Non-hazardous waste included plant waste and non-hazardous baghouse waste generated from packaging materials, consumables, debris, and other plant operations.

EGA Spectro Alloys generated 12,053.7 tonnes of non-hazardous waste in the reporting year.

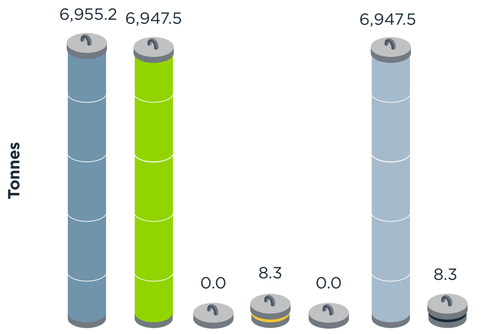
In 2025, we recycled the majority of our hazardous waste, while 14.3 per cent of non-hazardous waste was recycled, highlighting an opportunity for improvement in the management of non-hazardous waste streams.

> "EGA Spectro Alloys has processes in place to recycle as many materials as possible. Beyond just aluminium recycling, we recycles all metals received on-site like copper, steel, and zinc. We also recycle most cardboard products and wooden pallets to minimize landfilling."

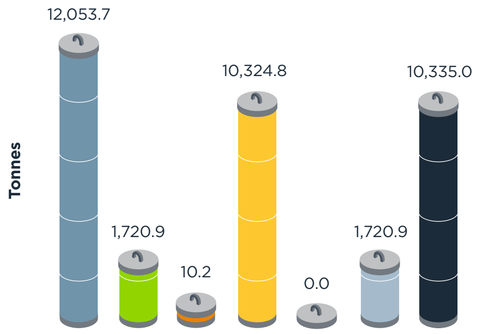


Aaron Hayes
Maintenance Manager,
EGA Spectro Alloys

Hazardous waste and its disposal at EGA Spectro Alloys



Non-hazardous waste and its disposal at EGA Spectro Alloys



Total waste generated | Recycled | Incineration[74] | Landfilled | Total stockpiled volume | Total waste diverted from disposal | Total waste directed to disposal



Biodiversity

We are taking steps to protect biodiversity, by developing and reviewing tailored site-level action plans across our operations. These plans are at different stages of development and implementation.

Biodiversity management: refining, smelting, and casting

Our Al Taweelah site is approximately two kilometres from Ras Ghanada, a nationally protected marine reserve, while Jebel Ali is approximately seven kilometres from the Jebel Ali Wildlife Sanctuary.[79] Both of these protected areas support important clusters of coral reefs, mangroves, and seagrasses.

In February 2025, we published a new Biodiversity Action Plan and a mitigation hierarchy covering our facilities in the UAE.[80]

Our Biodiversity Action Plan was developed over the course of a year, in line with the ASI Performance Standard and with input from experienced specialists in assessment and fieldwork. The plan will be reviewed every five years. Our efforts featured in the ASI's Member Stories[81], which showcases sustainability leadership in the aluminium sector.

Marine ecology surveys in UAE

We have been monitoring wastewater discharge at both our UAE sites to help protect local conservation areas and, so far, we have not identified any acute or chronic adverse biological impacts from our operations. Annual monitoring shows that the local coral reef ecosystem continues to support extensive intertidal and subtidal habitats, as well as significant densities of seagrass, which provide important foraging habitats for several endangered species.

79 The Jebel Ali Wildlife Sanctuary was confirmed as a wetland of international importance for biodiversity in accordance with the Ramsar Convention (an intergovernmental environmental treaty established in 1971 by UNESCO).

80 To read the plan, visit our website.

81 See the ASI website.

At Al Taweelah, we conduct annual ecological assessments and seabed monitoring around our wharf to track potential impacts from our raw material loading and unloading activities. These assessments complement surveys undertaken by the port operator. The latest study found that seawater quality met Abu Dhabi Quality and Conformity Council (ADQCC) thresholds, with improvements observed compared to previous surveys, while sediment quality remained within established marine environmental standards.

At Jebel Ali, we have been monitoring wastewater discharge impacts since 2006, in line with DECCA requirements. Mandated under our wastewater discharge permit, our surveys include comprehensive seawater ecological assessments. Regular red tide testing and preparedness measures are also in place in our Jebel Ali site because of its susceptibility to red tides, ensuring swift and effective response if needed. Habitat characteristics have remained broadly consistent across all surveys.

In 2025, we conducted marine ecology monitoring at Al Taweelah through the seventh annual Marine Environmental Monitoring Survey (S07) since 2019. The survey covered marine habitats, sediments, plankton, and megafauna, with enhanced seagrass and Baited Remote Underwater Video (BRUV) monitoring aligned with EGA's new Biodiversity Action Plan.

The results showed continuous environmental improvement compared to earlier years, with improved water clarity observed over the same period as the completion of dredging activities in the surrounding area, reflecting the influence of multiple contributing factors. This supported coral recovery and stable seagrass meadows. The survey also recorded the highest infaunal abundance to date and confirmed the presence of key aquatic species, including green and hawksbill turtles and Indian Ocean humpback dolphins.

Impacts identified came primarily from sediment build-up caused by historical development. Limited amounts of bauxite-related metals were found in sediments, with some potential bioavailability observed near the bauxite offloading jetty.

Vegetation monitoring in UAE

A key part of our biodiversity management work involves monitoring vegetation, particularly in protected areas near our facilities. Alongside our own efforts, we also employ third-party experts to conduct independent surveys. These surveys take place every three years.

Helping dry forests to bloom

With shifting sand dunes, near-zero rainfall and soil stripped of nutrients, desertification can become irreversible in the UAE's hyper-arid areas. We launched a pilot programme in EGA's Al Taweelah site to help restore biodiversity in these harsh conditions, and in 2025 we started to see encouraging results. The project was implemented through collaboration between EGA and SINOWAY Forest, while the Xinjiang Institute of Ecology and Geography (XIEG), China, provided technical design, methodology guidance, and expertise in transplantation and seed ball technology.

For the EGA Dry Forest programme, we set out to stabilise dunes and rebuild soil structure in a landscape pushed to its ecological limits. We planted around 13,000 native plants across the site, including approximately 8,000 white saxaul, 3,000 saxaul and 2,000 tamarisk, all selected for their hardiness and suitability to local conditions. We also scattered more than 2,000 seed balls containing four native plant species deployed to support early-stage vegetation establishment.

Drip irrigation using recycled wastewater was trialled alongside manual watering and natural precipitation, to identify the most efficient approach for arid settings where every drop counts.

By April 2025, the results showed survival rates across the planted species from 92 to 95 per cent. Growth was equally encouraging, with new plants recording average weekly gains of around 5cm. In drip-irrigated areas, soil organic matter doubled within just four months, rising from below 0.3 per cent to 0.6 per cent. The emerging vegetation canopy was already beginning to regulate local conditions too, reducing soil surface temperatures by approximately 2.3°C.

EGA is proud to have received two honours at the Global ESG Awards 2025. We won Platinum Awards for Safeguarding Marine Biodiversity and Terrestrial Biodiversity Conservation and/or Afforestation Initiatives.



Turtle conservation in the UAE

In 2025, we continued our conservation efforts for the critically endangered hawksbill turtles (Eretmochelys imbricata). The species is classified as critically endangered on the International Union for Conservation of Nature (IUCN) Red List, a global scientific assessment that evaluates the conservation status and risk of extinction of species. Hawksbill turtles regularly visit the shores next to our Al Taweelah facility to lay their eggs.

EGA teams monitor the beach throughout hawksbill nesting season (February to July) conducting daily habitat inspections, tracking nesting patterns, and installing protective buffers to keep nests safe. This monitoring also helps ensure our operations do not disturb the beach ecosystem and reduces the risk of wild animals preying on the nests.

During the 2025 season, two successful nests were recorded, resulting in the emergence of 143 hatchlings.[82] Hatchling success rates reached 76 per cent, consistent with internationally recognised conservation benchmarks, despite natural predation pressures from species such as foxes and ghost crabs.

Since monitoring began in 2011, our efforts at the Al Taweelah nesting beach have supported 124 protected nests and the release of 7,643 hatchlings.

Turtle rescue at Jebel Ali

We rescued 17 turtles from our Al Taweelah and Jebel Ali sites in 2025, which were transferred for treatment and rehabilitation before being released back into their natural environment.

Of these, 14 turtles were rescued from our Jebel Ali facility after becoming trapped in seawater intake stilling chambers. We maintain a rigorous monitoring programme to identify and safely release any trapped turtles. The remaining three turtles were found on Al Taweelah beach during turtle nesting season patrols and were affected by barnacle infestations.

82 For more information, visit here: 140 Endangered Hawksbill Turtle Hatchlings on EGA beach

EGA also collaborates with the Jumeirah Group's Dubai Turtle Rehabilitation Project to ensure that turtles requiring medical attention receive appropriate care. Turtles that are sick or injured are transferred to the rehabilitation centre for treatment and recovery before being released back into their natural environment.

> "Sea turtles are keystone species, essential to maintaining healthy marine ecosystems that ultimately support human wellbeing. EGA plays a vital role by protecting critical hawksbill nesting sites and coordinating closely with Jumeirah's Dubai Turtle Rehabilitation Project on the rescue of sick or injured turtles and engaging their staff through meaningful community conservation initiatives - because preserving our ocean requires all of us to work together."



Barbara Lang-Lenton
Director - Biodiversity at Jumeirah Group / Jumeirah Hotels & Resort



Beach clean ups

In 2025, we conducted three beach clean-ups at our Al Taweelah and Jebel Ali sites. A total of 186 volunteers participated in these initiatives, collectively removing more than 4.6 tonnes of washed-up waste from the shoreline. The activities brought together EGA employees and invited partners who volunteered their time to support the effort.

Of the waste collected during the clean-up, more than three tonnes consisted of recyclable materials, including wood, steel, and plastic debris washed up along the shoreline. These materials were segregated and sent for recycling.

The clean-up at Al Taweelah plays an important role in maintaining the quality of the beach environment and helps restore habitat for hawksbill turtles ahead of the nesting season, reducing potential risks to nesting turtles and hatchlings caused by marine debris The additional clean-ups conducted at Jebel Ali, involving EGA's national trainees, focused on removing washed-up trash from the shoreline while also helping to raise environmental awareness and demonstrate EGA's sustainability values in action to employees at the start of their careers.

Before commencing each clean-up, volunteers participated in a biodiversity awareness session covering the importance of protection of hawksbill turtles. At the end of the activity, an additional awareness session was conducted on responsible waste management, explaining basic recycling rules and how to correctly separate recyclable and general waste.

> "The future of endangered species rests in the balance between human progress and human responsibility. I am proud that EGA is doing its part to help restore that balance."



Mohammed Puthukkudi
Associate Supervisor, Information – Sustainability, UAE

UAE team Biodiversity day

In 2025, EGA hosted an event to mark UAE Biodiversity Day at our premises for the first time, following the inaugural event in 2024 which was held offsite. Approximately 75 employees came together for a day focused on nature conservation. The event included the release of seven rehabilitated sea turtles at Jebel Ali, where participants gathered to watch the turtles return to the ocean. The turtles had been rescued, treated, and rehabilitated by the Dubai Turtle Rehabilitation Centre, our collaborator for the activity. One of the released turtles was tagged with a satellite tracker to monitor its journey.

The day also included awareness sessions on marine biodiversity and conservation challenges, strengthening understanding among employees of the role we can play in protecting the local ecosystem and the value of cross-sector collaboration.

The success of the event has secured its place as an annual initiative, reinforcing our commitment to engaging employees in nature conservation.





Biodiversity management: recycling

EGA Leichtmetall

Our German operations made a voluntary contribution to the rewetting of the Grotmoor in Schleswig-Holstein, Germany, contributing to greenhouse gas reduction and supporting local biodiversity. Our contribution corresponds to approximately 10 tonnes of CO_2.

Our German operations are currently assessing potential projects, with an emphasis on finding local projects with real impact. We will update on progress in future reporting.

EGA Spectro Alloys

During 2025, our United States operations provided charitable donations to several biodiversity and conservation projects, including:

- The Minnesota Zoo Foundation: an organisation that provides critical funding and resources to support the Zoo's mission of building a future where humans and the natural world thrive together.
- America Wild Horse Conservation: an organisation who champion humane, in-the-wild protection of wild horses and burros on public lands.
- Animal Ark: a Minnesota-based animal welfare organisation.

03

Social responsibility

Health and safety approach

Safety performance

Keeping people healthy

Engaging with communities

Working at EGA

Diversity, equity, and inclusion

Employee development

We believe that business success and human development go hand in hand. That is why EGA aims to create environments where people can thrive, and we seek to ensure our positive impact extends beyond the workplace to wider society.

Ours is a culture of care, inclusion, and empowerment, prioritising health and safety, talent development and community partnership across all our locations.

1.22
per million hours worked Total Recordable Injury Frequency Rate (TRIFR) in the UAE

90%
of EGA Ramp-Up participants were completely, extremely, or very satisfied with the programme

41%
of new hires in our refining, smelting, and casting operations were women

25%
of supervisory and management roles in UAE held by women

1,845 hours
of employee volunteering in the UAE

1st season
of Ershaad programme launched for female UAE students



Social responsibility



Health and safety approach

At EGA, the health, safety and wellbeing of our employees, contractors, and neighbouring communities, is our highest priority. This commitment, covering both physical and mental health is the backbone of our core policy and drives our goal of zero harm. We integrate health, safety and wellbeing considerations in our management system, ensuring a consistent and comprehensive approach to protecting our people.

Identifying hazards

Producing aluminium involves potential hazards:

- In smelting and casting, our people can be exposed to strong magnetic fields, high voltage, molten metal, and extreme temperatures. Alumina refining involves highly corrosive materials.
- In recycling operations, the main risks come from high temperatures and molten metal.
- Across all operations, workers face risks from interaction with moving vehicles and heavy equipment, including forklifts, overhead cranes, transport vehicles, and other large machinery operating in areas shared with workers.

We take a proactive approach to identifying and managing these hazards across all our operations and project sites, and we actively involve our employees and contractors in this work. We follow a clear hierarchy of controls: eliminate hazards wherever possible, and minimise the risks where hazards cannot be removed entirely.

As part of our health-related risk identification process, we have certified occupational health personnel on-site and several measures in place. These include assessments, sampling, and on-site inspections.

Robust systems

Comprehensive health and safety management systems are in place across all EGA sites, and third-party audits have confirmed that health and safety management at each site complies with ASI Performance Standard.

Beyond our regular internal audits, independent third parties frequently audit our operations against ISO 45001:2018, the ADOSH Compliance Audit, and our Electrical Safety Code of Conduct, alongside other applicable regulatory requirements in the UAE.

Our occupational health and safety management systems and safety controls extend to all EGA employees and the directly supervised contractors[83] we work with. Indirectly supervised contractors must conduct work according to a health and safety system that complies with our Responsible Sourcing Standard.[84] Our specialist safety teams also review contractors' risk assessments and operating procedures to ensure compliance.

EGA is an active member of health, safety, and environment committees in industry associations, including the IAI and the Gulf Aluminium Council. These memberships allow us to share performance data, gain insights, and improve based on industry best practice.

83 Directly supervised contractors include workforce who are not EGA employees but whose work activities are directly controlled by EGA's health and safety procedures.

84 See Responsible Sourcing Standard.



Systems: refining, smelting, and casting facilities

Our UAE facilities operate according to an occupational health and safety management system. This is certified to various standards, including:

- International Organisation for Standardisation's ISO 45001:2018.
- ASI Performance Standard.
- We also follow the NCEMA 6000 Occupational Health and Safety Management System Standard, which provides the national legal framework and operational guidelines for occupational health and safety management. Certification is not applicable, as the standard is a regulatory requirement rather than a certifiable system.[85]

Our Abu Dhabi operational management systems are additionally developed to align with the industrial sector regulator Abu Dhabi Public Health (ADPHC) and Abu Dhabi Occupational Safety and Health System framework (ADOSH-SF).

Systems: recycling facilities

EGA Leichtmetall

Our German operations are certified to ISO 45001:2018 and fully integrated into our ISO 9100:2015 management system. This international standard provides a structured framework for systematically improving employee health and safety, reducing risks, and ensuring legal compliance.

An occupational safety committee, which includes employee and independent expert representatives, reviews the effectiveness of all systems. We also work to identify and manage hazards in strict accordance with local law, through regular risk assessments and independent inspections.

EGA Spectro Alloys

At our operations in the US, our OHS management system aligns with ISO 45001:2018 recommendations as well as local legal requirements. The system is comprehensive and covers all EGA Spectro Alloys' employees and activities on-site.

Performance indicators are reviewed regularly and reported monthly to the EGA Board, as well as to government agencies.[86] EGA Spectro Alloys also conducts comparative analysis of injury rates against peer businesses and industry best practices.

Enhancing our safety culture

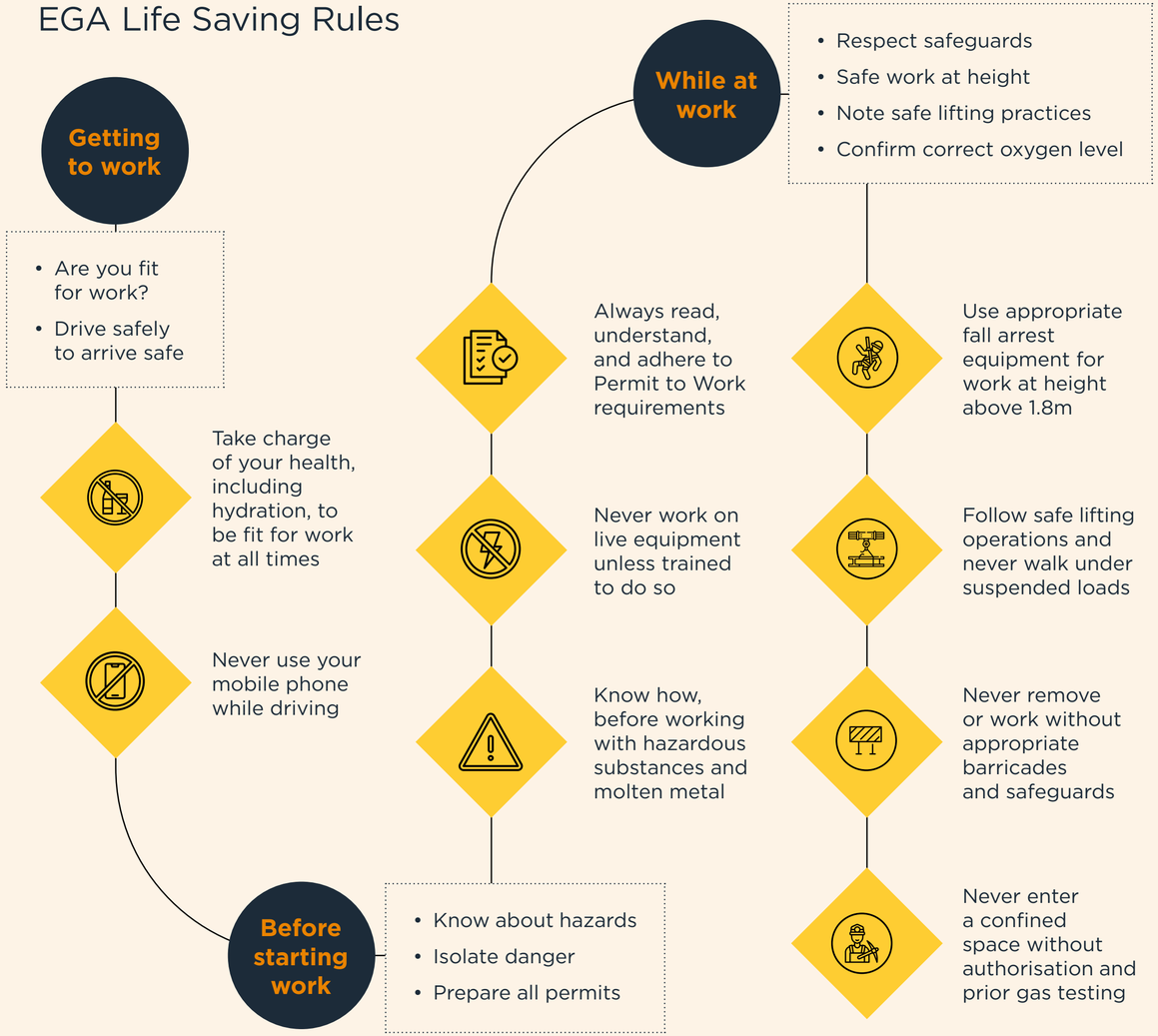
We have developed a safety-focused culture across EGA that engages everyone who works for or with us. It is built on the belief that safety is everyone's responsibility. Anyone working on our premises is empowered to identify safer ways of working and to raise safety concerns without fear of consequences.

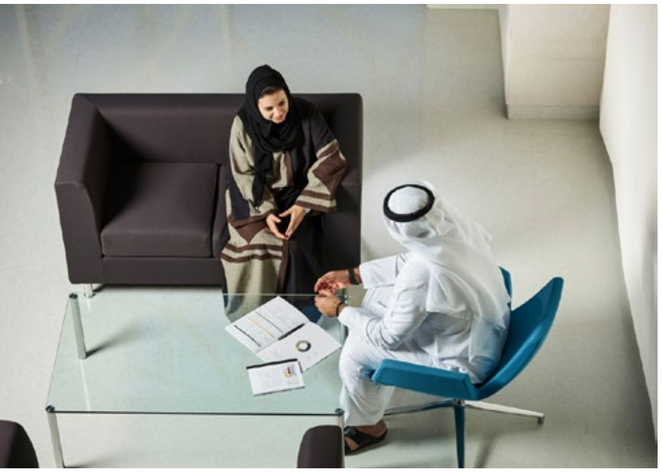
Our employees also follow the 'EGA Life Saving Rules' to make sure everyone comes to work physically and mentally fit, and knows to look out for threats to their own wellbeing and to that of others while working.

85 Our certificates are published on our website. All references are listed in the legal register.

86 Lagging indicators are reported annually to the Occupational Safety and Health Administration (OSHA). In addition, data is submitted to the Bureau of Labor Statistics as requested when selected.

EGA Life Saving Rules





Proactive reporting

Everyone should have their voice heard when it comes to health and safety, so we provide multiple channels for suggestions and concerns to be raised. These include dedicated reporting lines, smartphone apps, open suggestion schemes, toolbox talks, safety steering committees composed of management and workers, virtual town halls, regular safety meetings, and direct conversations with our specialist safety teams. Our team also runs an Internal Customer Satisfaction Survey (ICAST) survey, further detailed on page 90.

When colleagues raise concerns or suggestions, we incorporate improvements into our risk identification procedures and implement necessary controls and hazard elimination measures. Our safety teams provide guidance throughout this process.

Every employee has the authority to refuse or stop any activity they consider unsafe. Under our anti-retaliation policy, leadership commits to protecting employees who exercise this right from any reprisals. We communicate this message during induction and safety refresher training.

Detailed and focused training

EGA's safety professionals assess training needs, and we deliver task-specific safety training to staff and directly supervised contractors through tailored sessions and refresher courses. The frequency matches the level of risk.[87] We monitor training effectiveness according to our occupational health and safety management systems.

Safety training in 2025

Total number of attendees at safety courses

Refining, smelting and casting

Employees	Contractors*
11,843	27,706

Recycling - EGA Leichtmetall

Employees	Contractors
58	0

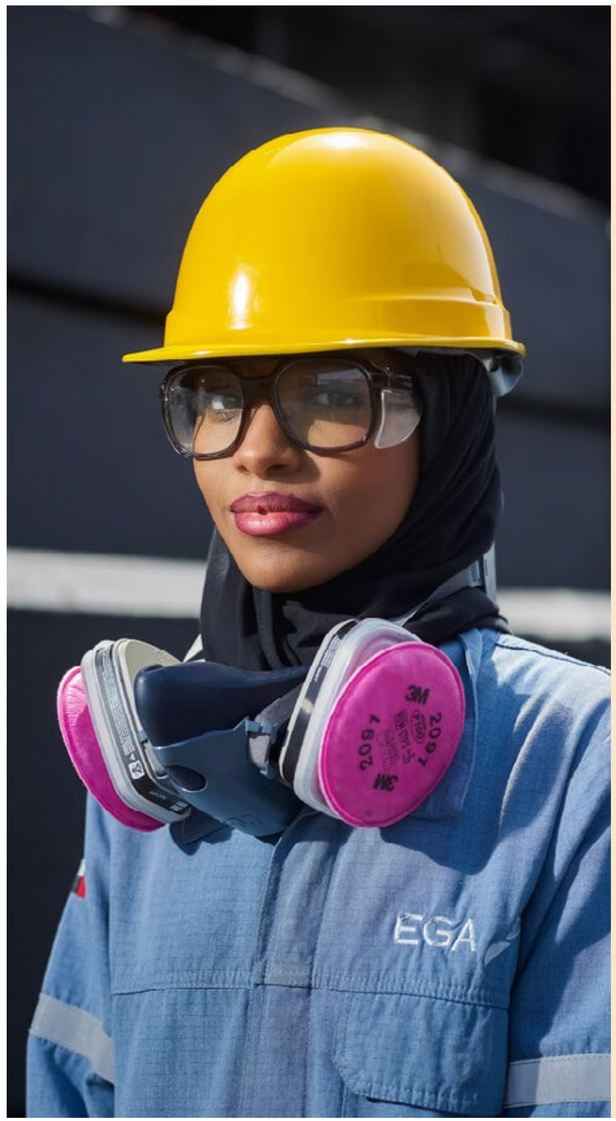
Recycling - EGA Spectro Alloys

Employees	Contractors[88]
223	1

*Contractors here refers to all contractors

87 All safety training is free of charge and is provided during paid working hours.

88 At EGA Spectro Alloy, 1 contractor received 84 hours of specialised safety training.



CASE STUDY

EGA's innovative behavioural safety programme

We are focused on continuously improving all four factors of safety:

- Inherently safe equipment
- Organisational safety management systems
- Authentic safety leadership
- Human behaviour.

Since 2023, we have been running a SafeStart safety programme across EGA. As an integral part of our safety improvement strategy, SafeStart focuses on raising awareness and providing practical tools on the human factors of safety. This includes raising awareness of the risks that contribute to most accidents at EGA, such as rushing, fatigue, and complacency, whether people are on the way to work, at work, or outside the workplace.

In 2025, more than 3,200[89] SafeStart courses were completed across seven modules, five 'classic' and two 'critical decisions', in the UAE.

89 In 2025, SafeStart was excluded from the KPI structure, resulting in lower participation compared to 2024.

Handling safety incidents

Safety is a business priority, so we have multiple mechanisms in place to proactively identify, prevent and manage potential hazards. These include assessments, informing and training employees to identify precautionary signs, and correct use of personal protective equipment (PPE).

Every incident at EGA is investigated by an appointed team comprising of area management, subject matter experts, and our specialist safety team, with investigations reviewed by area managers and safety leaders. Our focus is the welfare of any injured parties, root cause analysis, and suitable prevention. Our intention is clear: do whatever it takes to make sure nobody gets hurt the same way again.

All incidents are recorded and we track leading safety indicators, including near misses and hazards, no matter how minor. This lets us track our performance accurately and continuously to improve workplace safety.

For serious injuries, investigations are reviewed by our Executive Committee and the Technical and Projects Committee of the EGA Board, and a third-party investigation team is appointed where appropriate. Where required by local regulations, we report incidents to the relevant external authorities.

> EGA's commitment to safety, sustainability, and continuous improvement sets a benchmark for industrial excellence in the region. As a specialised contractor, PFC Group, working closely within EGA facilities, we have experienced a strong culture of accountability, innovation, and care for people. EGA's leadership in operational excellence and sustainable growth continues to inspire its partners and contractors to achieve higher standards every day.



Fadi Salameh
Managing Director, PFC Group



CASE STUDY

Supporting safer sites[90]

In November 2025, we signed a cooperation agreement to work with Abu Dhabi Civil Defence Authority to advance fire safety practices and improve emergency response efficiency in the Al Taweelah industrial area. This is the first agreement of its kind with a leading industrial entity in Abu Dhabi, setting a benchmark for future cooperation between the authority and the industrial sector.

Together, we will establish a framework for joint training, technical knowledge exchange and adoption of advanced fire safety standards, building on our longstanding partnership.

EGA operates one of the UAE's most robust industrial fire safety systems. Fully equipped fire stations at Al Taweelah and Jebel Ali are staffed by 72 highly qualified firefighters, including four women. We maintain round-the-clock readiness with a target five-minute response time to any emergency across our sites. Each station has fire trucks, rescue and hazard mitigation equipment.



90 For more information, visit here: Abu Dhabi Civil Defence Authority and EGA Sign Agreement to Advance Fire Safety Practices and Emergency Response

Incidents: refining, smelting, and casting

In 2025, there were no high-consequence work-related injuries reported across our refining, smelting, and casting facilities. During the year, we recorded four lost-time injuries.

The first incident took place in May, where a worker experienced an entrapment while responding to a hoist fault on the crane at Jebel Ali site. After accessing the electrical room and resetting the fault, the crane operator moved the crane, not realising the worker was still present. The unexpected movement caused the worker to rush down; he lost his footing, caught his leg on a ladder, and struck his back on a support beam before freeing himself and reaching the ground safely.

A comprehensive review was completed. The corrective actions included assessing and improving crane access systems, strengthening mandatory energy-isolation requirements, updating critical crane troubleshooting procedures, delivering refresher training and conducting governance audits.

The second incident took place in Al Taweelah in June, where a worker sustained burn injuries to the lower part of his left leg when it became immersed in hot condensate water (below 100 degrees Celsius). The incident occurred when condensate water overflowed from the wastewater sump into the polisher bund area at the Condensate Treatment Centre.

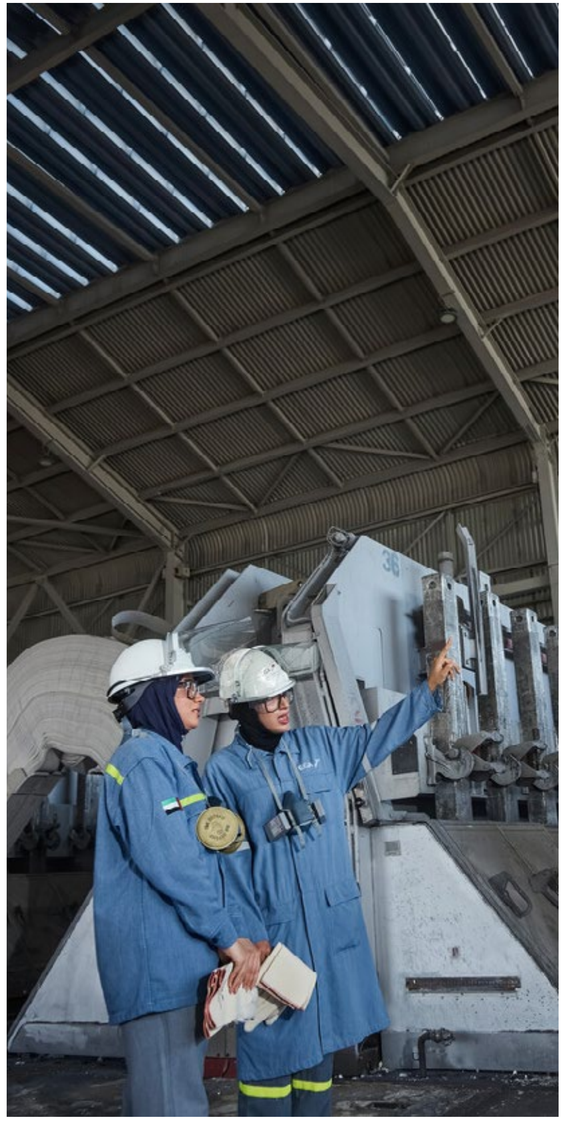
The corrective actions included redesigning discharge to a dedicated condensate hot water relief sump, fully isolated from the wastewater sump. We also carried out surveys of all containment systems across the energy site, reviewed and upgraded logic-based auto-response features, Standard Operating Procedures (SOP) to manage refinery process upsets, constructed a paved surface with the drainage system to prevent water accumulation, developed an emergency response plan for managing outflows and major spills, and conducted training for involved personnel.

The third incident took place in November, where a directly supervised contractor sustained multiple fractures to his right thigh and foot after falling inside a cavity shell in the pot repair area at our Al Taweelah site. The incident happened while preparing a jackhammer for cavity cleaning. Compressed air was introduced before the safety chain was engaged, causing him to lose balance and fall.

Corrective action included exploring the use of a safety shut-off valve for the compressed air-system to prevent injuries and reduce air loss, installing safeguards or platforms around pot shells whenever work is being conducted inside cavity shell, exploring alternative methods to eliminate human interference, conducting toolbox talks and reinforcing emergency response behaviours to tool malfunctions. We have also provided refresher on-job training for all contractors handling pneumatic tools, updated the SOP for cavity shell cleaning, provided step-by-step instructions on safety engagement actions, ensured EGA supervisors or trained personnel are responsible for issuing technical work instructions and reviewing current supervision for contractors, and proposed alternative strategies for closer supervision.

The final incident took place in November, where an electrical technician was injured at the south casting station of the Jebel Ali Rodding Room. While investigating an abnormal sound from the manual-loading conveyor, a moving pouring car struck his right ankle, causing injury that required medical attention.

A thorough review was undertaken, and corrective actions included installing an interlocked gate system on the pouring car platform, adding emergency stop controls inside the cabin and at external access points, enhancing audible alarms and lighting for improved visibility, and relocating critical equipment to safer positions where feasible. Procedures and risk assessments were updated and communicated, supported by strengthened safety training aligned with the reviewed training needs analysis.



Incidents: recycling

EGA Leichtmetall

There were no high-consequence and one minor first aid injuries in EGA Leichtmetall in 2025.

EGA Spectro Alloys

In 2025, we recorded no high-consequence injuries across our United States operations. During the year, a total of 15 minor injuries occurred, with the most common types being burns, sprains, strains and lacerations. Two incidents resulted in lost time: one burn and one laceration.

The first incident took place in April, where an employee was injured when a small amount of molten metal caused several small burns on his leg which resulted in the employee being absent from work for one day.

Following this incident, EGA Spectro Alloys strengthened its PPE requirements around molten metal, adding clear signage and using camera surveillance to help ensure compliance. Additionally, engineering controls will be integrated when the tap hole and casting conveyor are replaced over the coming years.

The second incident took place in June, when an employee was completing maintenance on the sow line where there was a seized bearing which needed to be replaced. The employee struggled to remove the bearing and used a hammer to knock the bearing out of its position which resulted in a sliver metal travelling under the employee's safety glasses into his eyes, cutting the employee's eye. The employee was taken to the emergency room, and the sliver was removed via surgery.

Following this incident, EGA Spectro Alloys increased maintenance staffing and enhanced training for maintenance tasks. With more staff, supervisors can dedicate more time to training and oversight. The equipment involved will also be removed during the plant rebuild planned in the coming years.



Safety performance

Performance: refining, smelting, and casting

Despite increased production in 2025, we continued to record a low number of injuries. Our total recordable injury frequency rate (TRIFR) for employees and directly supervised contractors increased by approximately 16 per cent compared to the previous year, reaching 1.22. While this represents an increase year-on-year, it remains 74 per cent lower than the industry average, as reported by the International Aluminium Institute in 2024.[91] This rise is largely attributable to increased operational exposure, workforce transition, expanded high-risk activities, and contractor's turnover. To address this and drive performance improvement, we have implemented a number of corrective actions including targeted training, traffic assessments, and strengthened hazard controls.

> Safety cannot be measured by statistics alone. It is also measured by whether people feel comfortable stopping unsafe work. Real safety is when the right decisions are made even when no one is watching.



Darius Jay Raborar Bongay
Senior Superintendent - Safety, UAE

91 Industry average of 4.7 for TRIFR is derived from data available from the International Aluminium Institute 2024.

CASE STUDY

EGA's proactive traffic safety management approach

EGA is committed to enhancing on-site safety by proactively managing traffic-related risks across its operations. As part of this effort, a comprehensive traffic management plan (TMP) was developed following a detailed review of traffic-related incidents and on-site safety assessments at the Jebel Ali site.

The plan focuses on identifying key hazards arising from interactions between vehicles, mobile plants (such as forklifts), and pedestrians, as well as risks associated with loading, unloading, and transportation activities. A structured hazard identification and risk assessment process was undertaken to evaluate these risks and define effective mitigation measures.

Control measures are aligned with the hierarchy of controls, prioritising the elimination of hazards where possible and reducing the likelihood and severity of incidents. Key actions include redesigning high-risk intersections, restricting non-essential vehicle movement, and improving traffic flow and site access arrangements.

Additional measures include the introduction of segregated pedestrian walkways, dedicated loading zones, enhanced signage and road markings, and the implementation of exclusion and restricted access zones. Site-wide vehicle movement plans, along with mandatory procedures and training programmes, further strengthen safe behaviors and operational control.

Through these initiatives, EGA continues to reinforce a safer working environment by minimising risks associated with working in and around traffic and mobile plants, ensuring the protection of employees, contractors, and visitors across its site.



Safety data: refining, smelting, and casting

Number of attendees in safety trainings

All contractors	Employees
27,706	11,843

Working hours (thousands)

	2022	2023	2024
Employees	15,094	15,630	15,665
Directly supervised contractors	4,467	3,451	4,327
UAE total	19,561	19,082	19,992

2025: Directly supervised contractors 2,989; 21,352; Employees 18,363

Total Recordable Injuries (TRI)

	2022	2023	2024
Employees	20	14	12
Directly supervised contractors	5	9	9
UAE total	25	23	21

2025: Directly supervised contractors 10; 26; Employees 16

Total Recordable Injury Frequency Rate (TRIFR) [92]

	2022	2023	2024
Employees	1.33	0.90	0.77
Directly supervised contractors	1.12	2.61	2.08
UAE total	1.28	1.21	1.05
Industry benchmark [93]	4.0	3.15	4.74

2025: Directly supervised contractors 3.35; 1.22; Employees 0.87

Benchmark 4.74[94]

Lost Time Injuries (LTI)

	2022	2023	2024
Employees	1	1	1
Directly supervised contractors	1	0	1
UAE total	2	1	2

2025: Directly supervised contractors 1; 4; Employees 3

Lost Time Injury Frequency Rate (LTIFR)

	2022	2023	2024
Employees	0.07	0.06	0.06
Directly supervised contractors	0.22	0.00	0.23
UAE total	0.10	0.05	0.10

2025: Directly supervised contractors 0.33; 0.19; Employees 0.16

2025 leading indicators

Third party audits	3
Total number of safety campaigns implemented	11
Near misses reported	3,427
Hazards reported	151,616
Leadership walks	4,945
Behavioural safety interactions	131,845

> "During the construction of the Al Taweelah recycling plant, safety has remained our top priority. As we advance the project, we are dedicated not only to transforming waste into valuable resources but also to ensuring the health and safety of our team members and contractor employees throughout the construction phases. Safety is crucial for the success of the project and the future we are creating."



Jacques Erasmus
Senior Safety Manager – Major Projects, UAE

92 In accordance with GRI 403-9, benchmarking is based on industry averages for refinery and smelter operations only.

93 IAI Safety Performance Benchmarking from IAI members on annual basis.

94 This is the 2024 figure, as the 2025 figure is not yet available.

Performance: recycling

EGA Leichtmetall

In 2025, EGA Leichtmetall's TRIFR decreased by 2.5 per cent. As our TRI remained at one, consistent with 2024, this reduction in the rate reflects an increase in total working hours at our recycling plant in Germany.

EGA Spectro Alloys

This is the first full year we have safety data for our EGA Spectro Alloys recycling operations in the US, since its acquisition in 2024. We note that performance in these metrics may fluctuate significantly from year to year due to the comparatively low number of employees and, consequently, fewer working hours.



Safety data: recycling, EGA Leichtmetall

Number of attendees at safety training sessions

Contractors	Employees
0	66



Working hours

	2024	2025 All contractors	2025 Employees
Employees	92,071	0	94,421
Directly supervised contractors	0		
EGA Leichtmetall total	92,071		





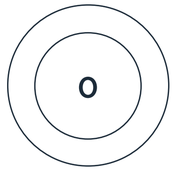


Lost Time Injuries (LTI)

	2024	2025 All contractors	2025 Employees
Employees	1	0	0
Directly supervised contractors	0		
EGA Leichtmetall total	1		









Total Recordable Injuries (TRI)

	2024	2025 All contractors	2025 Employees
Employees	1	0	1
Directly supervised contractors	0		
EGA Leichtmetall total	1		





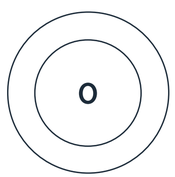


Lost Time Injury Frequency Rate (LTIFR)

	2024	2025 All contractors	2025 Employees
Employees	10.86	0	0
Directly supervised contractors	0		
EGA Leichtmetall total	10.86		









Total Recordable Injury Frequency Rate (TRIFR)

	2024	2025 All contractors	2025 Employees
Employees	10.86	0	10.59
Directly supervised contractors	0		
EGA Leichtmetall total	10.86		







2025 leading indicators

Third party audits	7
Total number of safety campaigns implemented	0
Near misses reported	0
Hazards reported	0
Leadership walks	4

Safety data: recycling, EGA Spectro Alloys

Number of attendees at safety training sessions

Contractors 0



Employees 223

Working hours

2025

All contractors 0





Employees 333,469

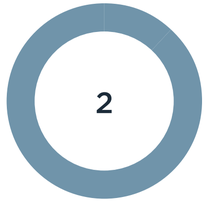


Lost Time Injuries (LTI)

2025

All contractors 0





Employees 2

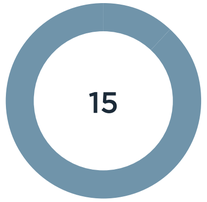


Total Recordable Injuries (TRI)

2025

All contractors 0





Employees 15



Lost Time Injury Frequency Rate (LTIFR)

2025

All contractors 0





Employees 2



Total Recordable Injury Frequency Rate (TRIFR)

2025

All contractors 0





Employees 44.98



2025 leading indicators

Third party audits	1
Total number of safety campaigns implemented	2
Near misses reported	47
Hazards reported	11
Leadership walks	9





Keeping people healthy

Healthcare for employees: refining, smelting, and casting

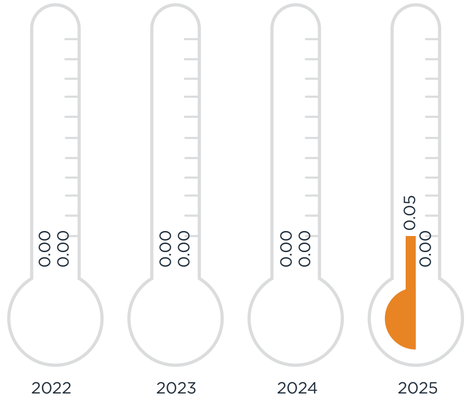
Nearly 50 qualified doctors, nurses, and other medical professionals staff our clinics in Al Taweelah and Jebel Ali, where they assess and care for our employees' health. Family members of employees, contractors, and the public can also use these services. In the expansive KEZAD (Khalifa Economic Zone Abu Dhabi) area, our Al Taweelah healthcare facility is the only one available.

The clinics deliver a broad range of healthcare services, from everyday medical concerns and primary care to managing chronic conditions over time. In 2025, we provided more than 4,000 medical check-ups to EGA employees and directly supervised contractors.

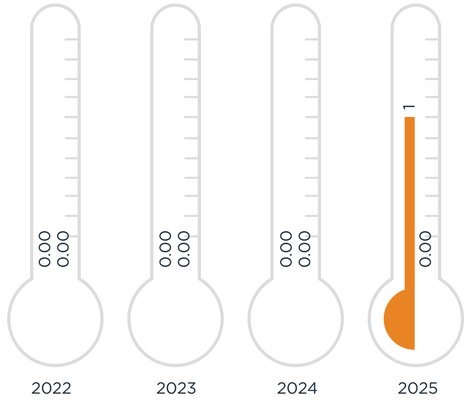
Health promotion campaigns and consultations form part of our occupational health work to protect employees' wellbeing. This includes programmes to prevent noise-induced hearing loss and annual medical assessments tailored to each employee's specific risks and exposure.

95 One case of heat-related illness was recorded during the reporting period. The employee recovered well and returned to work the following day; therefore, the incident was not classified as a lost-time injury (LTI).

Occupational disease rate: refining, smelting, and casting



Heat-related illness cases: refining, smelting, and casting[95]





CASE STUDY

EGA's Beat the Heat programme

At EGA, we know heat-related illness is a significant hazard for anyone working outside in summer, particularly those working with hot equipment and processes. Left untreated, heat-related illness can be fatal.

In 2025, our occupational health and hygiene department led a Beat the Heat programme across the company. Hydration monitoring programmes began, supported by nurse stations across operational areas. Cooling booths remained available year-round across all operational sites, alongside water and other refreshments. Additionally, ahead of the summer, high-risk employees underwent medical check-ups and one-on-one sessions with doctors to guide them on heat stress prevention measures.

We are committed to continually enhancing our Beat the Heat programme, as we do with all activities at EGA. In 2025, we introduced the following new measures:

- Pilot of slate safety wearables
- Carbon cool body suits
- Personalised sustainable hydration kits.

Heat-related illness

Industries working with molten metal face a common risk: heat-related illness, especially in hot climates. The UAE classifies this as an 'occupational disease' where we run our refining, smelting, and casting facilities. We have decades of experience working safely in hot conditions, controlling exposure times, and making sure our employees and contractors remain hydrated.

Sustaining zero cases of heat-related illness is our long-standing target. Both employees and contractors participate in our extensive heat stress and hydration campaigns. These campaigns stress the basics: drink water regularly, take frequent breaks, and stop work immediately if you feel any symptoms of heat-related illness.

In 2025, we conducted 55,685 hydration tests on staff at our UAE operations, to ensure teams remained suitably hydrated. There was one recordable heat-related case reported, the first case in several years.

Campaigns for health and wellbeing

We run a series of highly visible health awareness campaigns throughout the year for employees and contractors in our refining, smelting, and casting operations.

In 2025, this included over 40,000 hours of training for employees and more than 57,000 hours for contractors. Over 1,400 employees participated in these campaigns in some capacity. These campaigns covered key safety topics including 'Lift Safe Stay Safe', 'Your Safety is My Safety', 'Permit to Work Safety System Awareness', '5S and Safety Inspection', 'Hands and Fingers Injury Prevention', and 'Slip, Trip, and Fall Hazards'.

In 2025, EGA Spectro Alloys launched is first safety campaign, 'Driving Safely and Walking Safely in Traffic Areas', with support from EGA UAE. Through this campaign, we added more dedicated pedestrian walkways in the facility.

> "Health and safety are more than procedures; they are a cultural commitment. From proactive wellness to vigilant protection rooted in voluntary principles, we empower our people to take shared responsibility for a safer, more resilient workplace."



Sultan Mohammed Ali Mohammed AlShimmari
Senior Director - Emergency Res. & Control, UAE



CASE STUDY

EGA ALympics

EGA ALympics is an employee sporting event, named to reflect our aluminium industry and designed to promote wellbeing, collaboration and team spirit across the organisation.

The theme of the EGA ALympics for this year was Empowering Collaboration. As the theme suggests, the event was designed to foster a sense of community and promote wellbeing by encouraging friendly competition and collaboration among colleagues. Its objectives centred on strengthening teamwork, encouraging participation in physical activity, and reinforcing an inclusive culture across the organisation.

The total number of participants was close to 2,000 employees (1,853 players with additional support staff) across ten sports events: a 5km race/mini marathon, football, lawn tennis, volleyball, chess, pool/billiards, field hockey, badminton, basketball and cricket. This year also saw the highest level of female participation to date, with women's teams competing in events such as the mini marathon, volleyball, chess, badminton and basketball.

The event had a positive impact on employee engagement and collaboration beyond day-to-day work. Participants reported improvements in morale and wellbeing.

Feedback received was overwhelmingly positive, with many participants highlighting stronger teamwork and lasting connections formed through the activities. There were also numerous requests to expand the range of sports to further increase participation.

Winning teams are recognised on the Wall of Champions at the ALympics Park at our Jebel Ali site, celebrating achievements and reinforcing pride across the organisation. As the event continues to grow in popularity, participation has also been extended to selected business partners, helping strengthen relationships and foster a broader sense of community among organisations that support our operations.



Healthcare for employees: recycling

EGA Leichtmetall

At our EGA Leichtmetall recycling facility in Germany, statutory health insurance covers all employees and local health services provide primary medical care. An independent doctor also visits the site regularly to conduct the preventive medical check-ups required by law.

We also provide free of charge supplementary health insurance through our employee assistance programme, covering:

- Dental insurance
- Hearing and visual aids
- Inpatient and outpatient hospital treatment
- Disability and invalidity coverage

We hold an annual Health Day to raise awareness about various topics, including how to properly lift heavy weight, blood pressure measurement, awareness about fatigue whilst driving and offer consultations on issues like stress and blood pressure levels.

EGA Spectro Alloys

Employees at EGA Spectro Alloys are provided with health insurance cover for their non-occupational healthcare needs. Currently, we do not offer additional health-promotion services for non-work-related conditions.

Work-related injuries are managed through approved medical clinics and employees may choose any licensed provider as permitted by law. Transportation to medical facilities is arranged when needed, and emergency services are contacted for severe cases. All work-related injury costs are fully covered through EGA Spectro Alloys' workers' compensation insurance.



Engaging with communities

Respecting our neighbours and engaging positively with local communities is central to how EGA operates, not a compliance obligation, but a reflection of our belief that the long-term success of our business and the wellbeing of the communities around us are inseparable.

Wherever EGA operates, we work to understand local needs, minimise potential negative impacts, and ensure our presence creates lasting benefits. We engage with community representatives, non-profit organisations, educational institutions, and local governments, maintaining open, ongoing dialogue rather than only when required.

Grassroots initiatives that expand economic opportunity and enhance quality of life – such as infrastructure improvements, support of local businesses, education programmes, and the employment of community members – deliver the most durable and widely felt impact.

We also recognise that the presence of a major industrial employer inevitably shapes surrounding communities, both directly and indirectly. Population growth, increased demand for housing and public services, and shifts in local economies are all effects we monitor and address responsibly. Our community engagement programmes are designed to anticipate these dynamics, not simply respond to them.

Community grievance management

In the UAE, a formal grievance mechanism covers all operations, giving anyone in the community a clear and accessible route to raise concerns or queries about EGA's environmental and social performance. Building trust and maintaining open relationships with the communities where EGA operates is fundamental to how EGA does its business and a functioning grievance process is one of the most practical expressions of that commitment.

Complaints are addressed in collaboration with the person raising them, relevant internal specialists, area owners and local authorities where applicable with the goal of reaching prompt, fair, and transparent outcomes.

Community grievance management: refining, smelting, and casting

In the UAE, we operate a 24/7 helpline, where calls are monitored by our in-house Corporate Social Responsibility (CSR) team. Details are published on our website.[96]

In 2025, we received no complaints from the local community.

96 For more information, visit here: Governance - EGA

Community grievance management: recycling

In 2025, we received no complaints from the community at either of our recycling facilities – EGA Leichtmetall in Germany and EGA Spectro Alloys in the US.

At EGA Leichtmetall, the site is subject to the Federal Immission Control Act (BImSchG) and the Fourth Ordinance implementing the Act (4. BImSchV). Consequently, our site is legally required to assess, process and identify potential impact on neighbouring communities, including emissions, noise, and odour.

At EGA Spectro Alloys, we do not currently have a formal process to identify or map surrounding communities or assess potential impacts on them. We recognise the need to develop this to align with best practices in community engagement and responsible operations.



Community engagement: refining, smelting, and casting

Our UAE-based CSR team actively engages with local communities to gather feedback and understand how we can help improve their quality of life. We engage with local communities, regulatory authorities, and non-profit organisations through multiple channels, including direct meetings and community needs assessments. In 2025, we maintained regular engagement with communities and institutional stakeholders neighbouring our operations at Al Taweelah and Jebel Ali. In Al Taweelah, this included the Abu Dhabi Municipality, the Family Development Foundation, Al Rahba Hospital, KEZAD, Al Samha Majlis, and three local schools - Al Rahba, Al Falahiya, and Al Samha. In Jebel Ali, engagement continued with Dubai Municipality and three neighbouring schools - Delhi, Manchester, and Arbor.

We also provide volunteering opportunities for employees to contribute directly to communities around our operations, supporting causes that matter locally and building meaningful connections beyond the workplace. During 2025, community initiatives across our Jebel Ali and Al Taweelah sites included collaboration with local partners such as DP World, Gulf Extrusion and Total Energies, as well as a range of other activities including two beach clean-ups, where we collected approximately 313 kilograms of waste. Additionally, we distributed water and dates during Ramadan across 19 mosques in Al Taweelah and eight mosques in Jebel Ali, and supported the Ramadan Meer initiative in collaboration with the Emirates Red Crescent, reaching 75 families in Al Taweelah. We also completed STEM labs at Al Falahiya School, Al Rahba School, Al Samha School and Dubai National School. Additionally, we organised community basketball and cricket tournament with local partners to strengthen engagement with neighbouring communities and employees.

> Our commitment to support our community is not only based on resources, but time, trust, and shared purpose. Through meaningful partnerships and dedicated volunteering, we continue to expand opportunities in STEM education, nurture entrepreneurship, champion gender diversity, and promote responsible practices for aluminium recycling. Community outreach and our stakeholder engagement help us understand better real needs and create lasting impact. In addition, our community investment is not simply support - it is a commitment to empower people, unlock potential, and build resilient future for the generations that follow.



Rania Tayeh
Director – Corporate Social Responsibility, UAE



EGA CSR pillars, themes, and initiatives

CSR Pillars	Our neighbouring communities	Our broad society	Advocacy

Themes	Entrepreneurship	STEM education	Aluminium recycling	Gender diversity
Programmes and Initiatives[97]	EGA Ramp-Up	Engineer the Future The EGA Aluminium Design and Innovation Challenge Engineer the Future Alumni Programme EGA STEM labs in educational institutes	UAE Aluminium Recycling Coalition Every Can Counts[98] RECAPP by Veolia[99]	EGA Ershaad programme United Nations Women's Empowerment Principles member Challenger Programme CSR programme female participation targets



CSR initiatives

EGA Ramp-Up[100]

EGA Ramp-Up supports entrepreneurs operating across key sectors such as sustainability, technology, waste management, digital transformation, human capital development, and social progress within the UAE's dynamic start-up ecosystem.

Launched in 2022 with the support of the UAE Ministry of Economy and Tourism and the social enterprise C3, the programme empowers entrepreneurs through targeted training and mentorship delivered by professionals and experts. It aims to help participants develop high-impact businesses that contribute to sustainable economic growth, while also fostering potential new suppliers to strengthen our local procurement network. Start-ups that progress to the final stage are additionally evaluated for potential financial rewards from EGA.

In 2025, we ran season 3 of the EGA Ramp-Up, taking entrepreneurs and start-ups through a structured journey from awareness to investment readiness.

Phase 1 launched with a three-month campaign to build awareness and interest. We offered online courses on effective entrepreneurship, covering topics from 'introduction to the start-up journey and funding landscape' to 'impact measurement fundamentals'. The campaign reached and engaged more than 20,000 people across the region and attracted 727 registrations for phase 1, including 58 per cent female entrepreneurs and 31 per cent Emirati participants. Roadshows were also organised in Dubai and Abu Dhabi to further expand programme outreach.

Phase 2 focused on start-ups only, generating 109 start-up applications, including 44 per cent female entrepreneurs and 27 per cent Emirati participants. We selected 22 start-ups and gave them a detailed programme orientation, comprehensive training, and access to EGA's expert network. The support focused on business, strategy, and impact fundamentals, as well as pitching and fundraising strategies. Participants attended workshops on topics including alignment with the UN Sustainable Development Goals. Online sessions are delivered through a dedicated platform, providing participants with a seamless learning experience, with recordings and materials made readily available.

The programme also expanded its ecosystem through new strategic partnerships with the Ministry of Economy and Tourism, Sandooq Al Watan and Microsoft, alongside six ecosystem partners supporting the initiative.

For phase 3, we selected ten start-ups from a variety of sectors. These finalists received six months of personalised mentorship from EGA senior executives, C3, and our partners at Microsoft and Sandooq Al Watan, covering funding, business strategy and sustainability.

In recognition of the quality and potential of the cohort, EGA awarded a total of AED 260,000 in equity-free financial prizes. The first-place winner received AED 100,000, the second-place winner AED 75,000, and the third-place winner AED 50,000. Additionally, the seven remaining finalists were each awarded AED 5,000 as a token of appreciation for their commitment, progress, and participation throughout the programme.

This event served as an important platform to spotlight innovative solutions aligned with EGA's strategic priorities. It also marked the beginning of possible future follow-on engagement, with opportunities for collaboration and pilot projects between EGA and selected start-ups.

We evaluated the programme throughout to ensure we delivered effective and impactful support. This included surveys after each workshop to gather insights on training sessions, and a final programme survey to assess additional support areas covered during the mentorship phase.

97 For more information visit here: Our CSR initiatives in the UAE

98 For more information visit: https://everycancounts.eu/ar-en

99 For more information visit: https://www.gorecapp.com/

100 For more information, visit here: Under the Support of Ministry of Economy and Tourism Aspiring UAE entrepreneurs awarded at latest final of EGA Ramp-Up, EGA's programme to empower UAE-based start-ups and EGA launches season three of Ramp-Up to foster the next generation of UAE entrepreneurs



Feedback on the training programme was overwhelmingly positive. 100 per cent of the cohort completed the survey. 90 per cent of participants reported being completely, extremely, or very satisfied with the programme, while the remaining 10 per cent indicated they were satisfied. Participants also highlighted the value of the overall training experience in creating a supportive and high-impact environment.

EGA Ramp-Up supports the national campaign 'Emirates: The Startup Capital of the World', strengthening the UAE's position as a leading global destination for entrepreneurship and innovation.

Finalists of the EGA Ramp-Up

EQUATALENT. HUNTR mindme Navatech re-skill syd life AI THIRD BODY DYNAMICS

Winners

HYVEGEO TERRAFORM EARTH MAGMEC

"Thank you for creating such a supportive and high-impact environment for start-ups!"



Farrukh Umarov
Re-skill

"We are proud to support EGA with EGA Ramp-Up. This programme demonstrates EGA's proactive and steadfast commitment to fostering entrepreneurship and innovation in the UAE and sets a benchmark for corporate engagement. Over the past three seasons, and now with the fourth one launching soon, we have witnessed the CSR team's clarity of vision, consistency in execution and genuine commitment to founders, especially working with Rania Tayeh and Khawla Alhosani, and have seen firsthand how strategic collaboration can drive impactful and sustainable solutions. We hope to continue supporting EGA's commitment to empowering founders across key sectors of the UAE economy."



Medea Nocentini
Founder of C3 and Partner at Global Ventures

"I enjoyed each aspect of the program. I liked the choice of content and learned a lot from the speakers. The support was helpful, and everything was very well organised. Thanks to C3 and EGA for the effort you put into making this such a valuable and enjoyable experience."



Oleg Kovalevn
EquaTalent



Engineer the Future

Our Engineer the Future Programme helps students in grades 9-12 pursue STEM studies by connecting classroom learning with real-world industrial experience, igniting a passion for science, technology, engineering, and mathematics that extend beyond the classroom.

Engineer the Future involves our representatives visiting schools to deliver interactive learning experiences across a range of themes, from sustainability to innovation. Through hands-on workshops and open-stage events, students are actively engaged in STEM-related activities and discussions, encouraging curiosity, critical thinking, and a deeper interest in science, technology, engineering, and mathematics. This programme ran in partnership with the Ministry of Education.

One part of EGA's Engineer the Future programme is the EGA Aluminium Design and Innovation Challenge. Students tackle design projects using aluminium for sustainable mobility, space technology, architecture, product design, and green solutions.

Engineer the Future alumni programme

2025 saw the launch of our Engineer the Future alumni programme – an exclusive platform for participants of the EGA Aluminium Design and Innovation Challenge, from the 2022 cohort onwards. The programme supports the next generation of STEM talent by providing continued access to mentorship, real-world industry insights and a growing network of like-minded peers.

Alumni can stay connected with EGA through the alumni programme to deepen their understanding of the aluminium industry and continue their journey from students to future change-makers in science, technology, engineering and mathematics.

101 These figures are inclusive of the 2025-2026 UAE academic year.

> "Partnering with EGA's CSR team has enabled us to strengthen STEM education aligned to industry needs across the UAE. The CSR team's vision has been instrumental in expanding the programme to bring close connections with industry and academics to nurture future-ready STEM talent in the UAE."

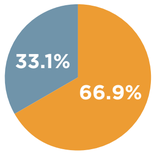


Shameema Parveen
Co-founder & Chief Innovation Officer, Edutech Middle East

Engineer the Future[101]

Schools participated
32

Students
6,851



EGA Aluminium Design and Innovation Challenge

Teams signed up for the EGA Aluminium Design and Innovation Challenge[101]
352



Aluminium recycling

Aluminium is already the world's most recycled material. Three-quarters of all the aluminium ever produced remains in use today. Yet too much aluminium still ends up thrown away and lost in landfills. At EGA, we are working to promote recycling and advance recycling efforts through a range of programmes and partnerships.[102]

Having launched the Aluminium Recycling Coalition in 2023, in 2024 we partnered with beverage can-makers Crown Emirates Company Limited and CANPACK Middle East One Person Company LLC to help grow the Every Can Counts programme[103] in the UAE. Operating in 21 countries, the Every Can Counts UAE chapter encourages consumers to recycle aluminium drinks cans with a focus on out-of-home consumption and collection, running educational and recreational activities at festivals, beaches, and other popular locations. The UAE chapter launched in 2023 during COP28 as the third outside Europe, following Brazil and the US.

In 2025, this partnership delivered recycling awareness initiatives and workshops across 12 educational institutions, resulting in 33 workshops reaching 2,086 students. Furthermore, through our partnership, eight awareness events were conducted reaching more than 233,000 people. Every Can Counts activations were also hosted at major public events including the Dubai Desert Classic, Taste of Dubai, Comic Con and the UAE FA President's Cup, helping expand public engagement with aluminium recycling.

The campaign's digital engagement also continued to grow, reaching more than 1.7 million people through paid digital campaigns and building an online community of 5,939 followers. In addition, EGA hosted the global Every Can Counts annual managers' meeting in Dubai, bringing together international partners to share insights and strengthen collaboration.

Through the Aluminium Recycling Coalition, EGA and its partners are also working to strengthen the enabling environment for aluminium recycling in the UAE. In 2025, coalition partners facilitated panel discussions at the World Can Experience conference and SUSTPACK MENA, held a series of group discussions with policy experts to support potential policy reform for aluminium can recycling, and hosted knowledge-sharing sessions. EGA also participated in the International Aluminium Institute-led Global Beverage Can Circularity Alliance to support industry collaboration on improving aluminium can recycling rates.

This year, we also commissioned research to quantify the 2024 recycling rate of used beverage aluminium cans in the UAE, helping us better understand our potential annual contribution. The analysis indicated an increase in the national recycling rate from 33 per cent to 35 per cent since 2022.[104]

Alongside national awareness campaigns such as Every Can Counts, EGA also supports local community recycling initiatives through partnerships including RECAPP by Veolia and the Yalla Return programme. In 2025, these initiatives supported recycling efforts in neighbouring communities around our operations. A total of 704,541 aluminium cans were collected in Al Taweelah and Jebel Ali, through RECAPP and Yalla Return initiative.

Awareness efforts potential annual impacts[104]

Aluminium drinks cans disposed of in UAE

720 million

Current recycling rate in UAE

35%

Recycling rate in leading countries

98%



102 For more information visit: www.ega.ae/en/aluminium-recycling
103 For more information, visit here: Every Can Counts launched in UAE by EGA, Crown and Canpack
104 This research was conducted by Frost and Sullivan, in October 2025.



EGA Ershaad programme

In 2025, we launched our first season of the Ershaad mentorship programme for female UAE students.

Developed in partnership with Impactiv, the programme set out with a clear ambition: to empower a new generation of Emirati female students by connecting them with industry leaders and providing practical insight to day to day workplace operations and environment.

Over six months, 25 mentor–mentee pairs participated in more than 130 meetings, exchanged over 700 messages, and joined six interactive sessions led by EGA leaders and subject matter experts. Beyond the numbers, the activities represent meaningful relationships, skill development, and a stronger sense of career direction among the mentees.

The first cohort included 25 female university students, with participation from Khalifa University, American University of Sharjah, UAE University and the University of Sharjah.

The results are clear. Through pre and post programme surveys, mentees reported measurable improvements in critical employability skills such as:

- Increase of 15 per cent in adapting to new challenges
- Increase of 15 per cent in taking initiative in group settings

> The Ershaad programme holds a special place in my journey. Taking part as a student and now contributing as an EGA employee feels full circle. I am grateful for the support from the CSR team and the mentorship from EGA's mentors, which continue to influence how I grow.



Sara Abdulqader Obaid Ali
Graduate Trainee – Strategy and Innovation, UAE

These skills directly align with EGA's leadership priorities. For EGA, Ershaad represents more than a corporate social responsibility initiative. It is a strategic investment to the national talent pipeline, equipping young women with the skills, networks, and confidence to become future contributors to the UAE's industrial and innovation landscape.

It demonstrates the value of mentorship as a catalyst for growth and highlights personal stories of impact. The programme has an average mentee recommendation score of 9.6 out of 10, underscoring both value and relevance.

Ershaad also contributes to EGA's broader gender diversity advocacy efforts by strengthening partnerships with universities and encouraging young women to consider careers in the industrial sector.

At the end of the programme, we hired two participants who are now progressing their careers with EGA.



Gender diversity

EGA is committed to promoting gender diversity and we are a signatory member of the United Nations Women's Empowerment Principles. This aligns with our public advocacy pillar to advance gender equity in the broader community and society. It also supports our goal to increase women's participation in CSR programmes at EGA.

Gender diversity is woven into all our CSR pillars and programmes. Across our initiatives, including STEM education, Ershaad Programme, entrepreneurship, and mentorship, we set female participation targets from 35 to 100 per cent. In 2025, we met or exceeded all female participation targets.

Our approach involves engaging with respected community stakeholder groups like UN Women[105], Aurora50[106], and NAMA Women Advancement[107]. We explore practical ways to further support gender equity in the UAE, particularly within heavy industry.

105 For more information, visit here: https://www.unwomen.org/en
106 For more information, visit here: https://www.aurora50.com/inclusion-summit
107 For more information, visit here: https://namawomen.ae/

Challenger Programme[108]

Under the patronage of the Ministry of Human Resources and Emiratisation, EGA created the Challenger Programme, the UAE's first network for women in the industrial sector. It brings together major industrial companies traditionally dominated by men, with the shared goal of advancing gender diversity. In 2025, our partner companies included ADNOC, Ducab, EMSTEEL, ENEC, Strata, TAQA, and TechnipFMC.

The Challenger Programme aims to accelerate progress on gender diversity by sharing innovation and best practice on practical challenges companies face. This ranges from redesigning worker accommodation to amending policies and procedures, and collectively advocating for more women to join industry.

In 2024, we formed a steering committee to drive the programme and commissioned research to understand the challenges and opportunities for women working in heavy industry in the UAE. The knowledge partnership memorandum of understanding with NAMA was renewed in 2025 to support continued collaboration and knowledge sharing.

During 2025, the programme focused on three projects: a cross-mentorship programme, the development of a cultural toolkit, and a gender assessment across participating organisations. These projects are currently in the launch phase among seven participating members.

Working groups continued to meet regularly throughout the year to exchange insights and share best practices among participating companies. In addition, a research examining the role of women in heavy industry in the UAE was developed in collaboration with the American University of Sharjah, with the draft outputs completed in 2025.

Overall, the Challenger Programme is making progress, establishing the structures, insights, and collaborative mechanisms needed to advance gender diversity across the UAE's heavy industry sector. The next phase of the programme will focus on implementing the three projects, launching the research findings, and continuing engagement through an advocacy plan.

Volunteering

We promote and provide volunteering opportunities for our entire UAE workforce. These include work in local communities, humanitarian support for overseas disasters, and involvement in our CSR projects promoting STEM education, entrepreneurship, gender diversity, and recycling.

As part of our commitment, employees are given designated time during work hours to participate in volunteering.

Volunteering efforts in the UAE during 2025

Activities	Volunteers	Hours
16	449	1,845





CASE STUDY

EGA celebrates its 50th anniversary[109]

EGA was founded in 1975 as Dubai Aluminium by the late Sheikh Rashid bin Saeed Al Maktoum, laying the groundwork for one of the UAE's earliest industrial success stories. What began in Jebel Ali as a small regional smelter has since evolved into a global-scale enterprise.

In 2025, we marked our 50th anniversary with celebrations attended by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Deputy Prime Minister & Minister of Defence of the UAE, and His Highness Sheikh Theyab bin Mohamed bin Zayed Al Nahyan, Deputy Chairman of the Presidential Court for Development and Martyrs' Affairs. Numerous EGA employees underwent cultural protocol training in preparation for presenting to Their Highnesses.

His Highness Sheikh Theyab bin Mohamed bin Zayed Al Nahyan noted that EGA stands as one of the UAE's most distinguished industrial achievements, having powered the nation's growth and diversification for more than five decades.

108 For more information, visit here: ENEC Joins EGA to Boost Gender Diversity in UAE

109 For more information, visit here: Hamdan bin Mohammed and Theyab bin Mohamed attend Emirates Global Aluminium's 50th anniversary celebrations



Security practices in the UAE

The security teams at our premises in the UAE play a vital role in providing emergency support and ensuring the safety of employees, visitors, and customers. Operating 24/7, they are responsible for site access control, incident response, asset protection, and coordination during major events and emergencies. All personnel are trained in line with the Voluntary Principles on Security and Human Rights, with a strong emphasis on proportional use of force, respect for human dignity, and non-discrimination.

Our security function works closely with local authorities and emergency services to maintain high levels of preparedness, conducts regular drills and risk assessments, and continuously enhances capabilities through specialised training and technology-enabled monitoring systems. This integrated approach supports business continuity while upholding our commitment to safety, human rights, and responsible operations.



Community engagement: recycling

EGA Leichtmetall

Our business in Germany in 2025 engaged with a local charity that supports terminally ill patients by helping bring their wishes to life through meaningful experiences. The donation of $23,355 was made in January 2026.

EGA Spectro Alloys

In 2025, EGA Spectro Alloys donated $100,000 to 30 community non-profits via the Giving Together program[110], and $15,000 to child hunger non-profit Every Meal[111].

We also established the EGA Spectro Alloys scholarship for students enrolled at Dakota County Technical College, and the ‘Change for Charities’[111] initiative which converts loose car change from recycled vehicles into donations for non-profits.

> “It is clear that EGA Spectro Alloys is living out its value of being good neighbours and supporting the community. Thank you for this incredible gift, which will help us provide comfort, community, and relief to Minnesotans facing cancer in 2026.”



Aleah Van Horne
Angel Foundation

110 For more information, visit here: EGA Spectro Alloys donates to 30 nonprofits, charitable initiatives and EGA Spectro Alloys awards $100,000 donation as part of holiday programme

111 For more information, visit here: Introducing Spectro’s “Change for Charities” program | EGA Spectro Alloys



Working at EGA

We prioritise the wellbeing and professional growth of our employees, building a culture where our company thrives through alignment with our four core values:

- **Safety and sustainability**
- **Integrity and fairness**
- **Ownership and teamwork**
- **Innovation and continuous improvement**

These values form the foundation of our commitment to creating a positive work environment, fostering equity, promoting employee wellbeing, and encouraging collaboration among teams.

Our goal is to attract and retain top talent through competitive salaries, benefits, and growth opportunities, achieving job satisfaction, engagement and long-term retention, in turn supporting our business success. We provide full-time employees with comprehensive benefits including, but not limited to, life insurance, health insurance, medical services, parental leave, and compassionate leave.

Culture and values

In 2025, we continued to support our leaders in shaping a strong organisational culture rooted in the consistent application of our values. We delivered a series of targeted workshops and interventions across the business, focused on implementing priority improvement actions identified through employee feedback from the Mashura engagement survey.

We also successfully launched a Leadership Excellence Booster Programme, reengaging leaders who had completed earlier cohorts. The programme created a platform for leaders to reconnect, exchange ideas, and strengthen consistency in how our values are demonstrated and embedded through everyday leadership behaviours.

As a foundation for the development of our next five-year Culture Strategy, we concluded 2025 with a comprehensive diagnostic assessment of EGA's cultural ecosystem. This organisation wide exercise engaged employees from the shopfloor to the executive level, identifying key cultural strengths as well as systemic inhibitors. The insights gathered established a clear baseline and informed the development of a focused roadmap to strengthen and sustain our culture over the next five years.

Focus areas

Three key areas shaped our culture work during the year:

Leaders Shape Culture Programme

We introduced a structured programme that supported leaders in understanding the current state of team culture, defining target cultural conditions, and identifying targeted actions. These actions focused on aligning systems, symbols, and leadership behaviours to create an environment that enables sustained cultural improvement.

Enhancing psychological safety

We conducted maturity assessments to evaluate how effectively teams create environments that foster psychological safety. Based on the findings, we piloted targeted interventions to build capability, reinforce inclusive behaviours, and support open dialogue across teams.

Improving process efficiency

We focused on improving efficiency across several critical business processes. Priority processes were identified for improvement initiatives aimed at reducing unnecessary complexity in "as-is" workflows, while maintaining essential controls, to enable more effective and streamlined ways of working.



Human capital approach: refining, smelting, and casting

In accordance with UAE law, employee engagement is conducted within the applicable legal framework. EGA remains committed to maintaining open channels of communication and encourages employees to raise concerns and contribute ideas to enhance the working environment and overall employee wellbeing.

We also provide a dedicated employee care centre in the UAE, which is managed by a contracted third-party. This facility primarily supports our staff by addressing any concerns relating to their employment.

Human capital approach: recycling

EGA Leichtmetall

At our site in Germany, we encourage a culture of open communication and direct feedback. If an employee wishes to raise concerns outside of the usual feedback mechanisms, they can do so confidentially, and with the assurance that they are protected by a whistleblowing process in line with German legal requirements.

Additionally, our site in Germany has an open-door policy which allows employees to approach management, including the executive team at any time to discuss concerns, ideas or feedback. We actively encourage our employees to work across functions and departments, fostering interdisciplinary collaboration and open communication in our operations.

A collective bargaining agreement with IG Metall ensures that employees are paid above the minimum wage, and that men and women are treated equally.

EGA Spectro Alloys

In our United States operations, EGA Spectro Alloys operates a non-unionised workforce, with no employees covered by collective bargaining agreements. Employment terms are guided by individual employment arrangements and strengthened by company policies designed to support fairness and a positive workplace culture.

We maintain a structured resolution approach to address workplace concerns, stakeholder enquiries, and operational grievances in a fair and timely way. This is accessible to all employees through multiple channels, including direct supervisor communication, Human Resources, open-door leadership access and formal reporting processes. It is overseen by Human Resources and senior leadership with clear accountability for review and resolution. External stakeholders may raise concerns directly with management or through established business contact channels.



Fostering feedback

Mashura Pulse survey

We value our employees' views and actively encourage feedback through engagement initiatives.

In the UAE, our twice-yearly Mashura Pulse employee engagement survey[112] enables employees in our refining, smelting, and casting operations to provide important feedback directly to our leadership and help drive positive change within the company.

The surveys address various areas, including:

- Sustainable engagement
- Role of the leader
- Safety and sustainability
- Ownership and teamwork
- Integrity and fairness
- Innovation and continuous improvement
- Cultural behaviour
- Strategic aspects of culture
- EGA brand perception.

80% of employees participated in the last Mashura Pulse in 2025

In 2025, our Mashura Pulse results revealed steady progress:

- As teams across EGA continued emphasising leadership and upholding the values of integrity and fairness, employee perception improved incrementally through the year
- Programmes focused on leadership excellence and recognition delivered high performance, with senior leaders strengthening their connection to employees
- A positive shift emerged in employees feeling safe to speak openly and share their perspectives. This remains a key focus area for our next five-year strategy. It is a key enabler to building a robust safety culture and continuing to drive our innovation.

Through the survey, our employee engagement remained stable over the year with a sustainable engagement score of 95 per cent positive across all surveyed operations. This continues to outperform UAE local and global industry benchmarks. We are pleased to report that employees remain highly positive, with 99 per cent of respondents believing in the company's purpose, mission, and aspirations and 95 per cent recommending EGA as a good place to work.

In 2026, we aim to launch the next stage of embedding our organisational culture through phased implementation of a five-year Cultural Strategic Roadmap. We will continue focusing on operating as One EGA by actively engaging our teams in the UAE, Germany and the US, aligning our collective efforts to achieve our goals.

Internal Customer Satisfaction Survey

To continuously improve the quality of our internal services, we conduct the annual Internal Customer Satisfaction Survey (ICAST), which provides employees with an opportunity to share feedback on the support they receive from key corporate areas.

The survey evaluates eight service functions - Human Capital, ESG & Sustainability, Digital Transformation, Finance, Strategy, Legal, Capital Projects, and Supply Chain Management - helping each team understand employee needs, identify improvement opportunities, and strengthen overall service delivery.

ICAST is targeted based on service recipients: functions that serve all employees, such as Human Capital, Digital Transformation, and ESG, distribute the survey company-wide, while more specialised teams focus on relevant employee groups. Feedback gathered in 2025 helped each corporate area refine its action plans and prioritise enhancements tailored to employee expectations. These insights continue to guide how we improve our internal services, act on feedback, and support a more efficient employee experience.

The role of EGA Board of Directors, Human Capital Committee

Our Board of Directors, with endorsement from our Human Capital Committee (a Board sub-committee), ensures executive compensation policy directs the efforts, values, and behaviours of leaders to create safe and sustainable long-term value for stakeholders.

The EGA Board of Directors and Human Capital Committee comprise members from outside EGA, primarily shareholder representatives. EGA executives and senior management are regularly invited to join and present at meetings.



112 A specialised external provider administers all Mashura Pulse surveys to ensure an impartial, unbiased, and confidential process.

Fair and responsible pay

Our remuneration policy reflects both our pay philosophy and current business and industry realities. The principles of fair and responsible pay guide our decision making, alongside our aim to properly recognise employee contributions.

EGA's Board, with Human Capital Committee support, ensures our remuneration practices are equitable and attract, motivate, and retain a skilled, global workforce. This extends to good governance through the remuneration framework at every level for fair, responsible, and competitive pay. We also conduct annual salary benchmarking across EGA to ensure market alignment. Results are presented to senior leadership to inform strategic decisions on talent retention and competitive incentive packages.

In 2025, we implemented a programme approved by the Board during the previous year to attract and retain high-performing employees who are UAE nationals.

Employees may be eligible to receive severance pay (end of service benefit) upon termination of their employment. The amount will depend on the reasons for the employee's separation from the company and the length of their service, aligned to local legislation and guided by company policies.

Expats will be eligible for gratuity, which is calculated based on tenure and their last earned basic salary.

UAE nationals and GCC nationals are eligible to receive their pension in accordance with the pension scheme legislation.



Executive pay

Senior executive pay at EGA Group level is determined according to our executive compensation policy, which outlines entitlements for fixed pay and variable pay through short and long-term incentives. We provide competitive fixed pay to executives to ensure their experience, skill, contribution, and market comparisons are fairly reflected. Salary benchmarking is conducted regularly through retained independent salary survey providers.

We engage independent remuneration consultants to periodically review and refine our short-term and long-term incentive plans. The most recent comprehensive review was conducted in 2023, followed by a lighter review in 2025. These revisions align with market best practices, support the business's strategic priorities, and reflect shareholder and stakeholder interests.

ESG goals are also built into incentive plans. The short-term incentive element is based on annual, Board-approved scorecards. The long-term incentive plan operates over a three-year performance period, and ESG measures comprised 30 per cent of total metrics in 2025.

Retirement and other benefit provisions

Retirement benefits for employees and executives are aligned with local legislation in the provision of end of service gratuity and national pension.

In the UAE employees receive (non-exhaustive):

- Life insurance
- Healthcare coverage
- Death and disability coverage
- Parental leave
- End of service gratuity and national pension
- Grade-based allowances (where eligible):
  - Housing allowance
  - Transport allowance

In our recycling operations, employees receive a wide range of benefits including life insurance, parental leave, and retirement provision.

EGA does not offer sign-on bonuses or recruitment incentives. When employment ends, we either let the employee work their notice period or pay base salary for that period instead. Base pay covers basic salary and other benefits but excludes variable pay. We do not issue discretionary separation payments or golden handshakes.

Clawback

Clawback survives a participant's employment termination with the Group, based on these trigger events:

- Discovery of participation in activity or conduct that EGA sees as gross misconduct occurring before award or vesting.
- Determination that any amount payable under the plan was based on data that proves manifestly wrong or inaccurate for any reason.

We may apply clawback for the long-term incentive plan at any time during the three years from (and including) the date payment is made to the relevant participant.





CASE STUDY

UAE National housing support programme[113]

In 2025, EGA was proud to announce the launch of a UAE National housing support programme for high-performing Emirati employees. This new initiative is part of a series of recent enhancements to compensation and benefits for UAE nationals undertaken by EGA.

With support from the Abu Dhabi Housing Authority (ADHA) and the Mohamed Bin Rashid Housing establishment (MBRHE), the programme aims to provide financial assistance for the repayment of approved top-housing loans and will be open each year to eligible EGA employee who are UAE nationals.

The initiative will apply to home construction and extensions and will offer access to value-added services from ADHA and MBRHE advisory platforms.

113 For more information, visit here: EGA launches UAE National Housing Support Programme for high-performing employees with Abu Dhabi Housing Authority

Our residential facilities

We operate residential facilities for employees in the UAE to provide our people with a home away from home.

Residential facilities: refining, smelting, and casting

Almost 2,120 employees and contractor staff working at our UAE facilities live in our residential facilities in Jebel Ali. Residents have access to substantial recreational facilities including a canteen catering to diverse nationalities, a swimming pool, golf course, tennis courts, and cricket ground. We provide transportation to recreational destinations in Dubai and free 24-hour medical care at on-site clinics staffed by qualified doctors and nurses.

We actively collect feedback from residents to identify where we can improve facilities and address concerns.

In 2025, we made the following improvements to existing facilities/services:

- Renovated a mosque tent
- Increased bus capacity for our women-only Sakany accommodation
- Added an additional taxi service for female employees
- Added additional taxi services for lunch services
- Added an additional bus service
- Upgraded washrooms and laundry services at Sakany
- Renovated the floor in 19 new rooms at Sakany

In 2025, we introduced the following new facilities/services:

- Opened a coffee shop in the Al Taweelah project area
- Opened a new pantry and lounge room at Sakany
- Introduced breakfast meals in the canteen at Al Taweelah and Jebel Ali
- Allocated dedicated parking for female employees
- Introduced an EGA portal for facility management
- Opened a cycle club

As part of our commitment to providing safe, comfortable and inclusive living and recreational environments, EGA has enhanced facilities for women across its residential locations. Since 2024, 43 new facilities were created at our sites, including nursing rooms, recreational spaces, gym facilities, maternity parking, dedicated restrooms and locker rooms. These improvements aim to support the wellbeing of female employees and provide appropriate amenities that meet their needs both at work and within residential areas.

HIGHLIGHT

Our EGA Jebel Ali residential area facilities include:



Outdoor sports facilities:

- Outdoor swimming pool
- Golf course
- Cricket ground
- Hockey field
- Football ground
- Tennis court



Indoor sports facilities:

- Men's and women's gym
- Basketball court
- Volleyball court
- Badminton court



Leisure pursuits:

- Music room
- Women's' indoor games facility
- Gardening club
- Billiards



Supermarkets and food areas:

- Local supermarket
- Canteen
- BBQ area
- Coffee shop
- Pantry



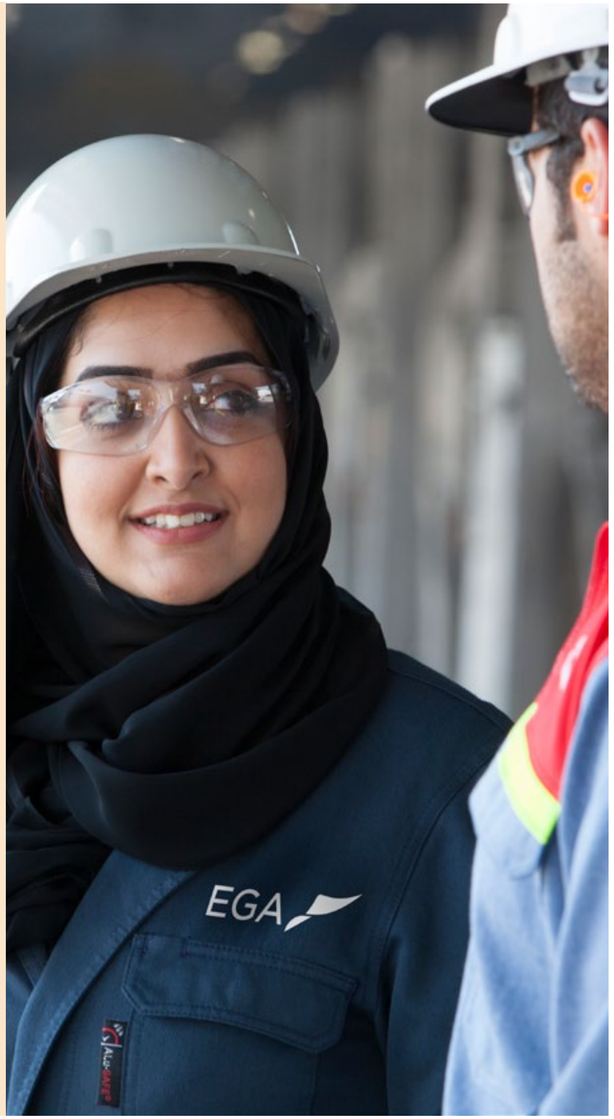
Health & wellbeing:

- Medical clinic
- Laundry facility



Practical services:

- 24-hour reception
- Free Wi-Fi
- ATM
- Mail room
- Bus service



"I would like to express my sincere appreciation for the high standard of facility management and catering we experienced at the Jebel Ali accommodation. The facilities were consistently well-maintained and provided a professional, structured, and comfortable environment for the team. Furthermore, the quality and variety of the food provided there were excellent and well-suited to our requirements. These standards significantly contributed to a positive workplace culture and high staff morale."



Kemmankaje Mohammad Rafeeq
Operator - Casthouse, UAE

"The residential area is well-maintained and offers a comfortable living environment. The availability of essential amenities such as clean water supply, proper waste disposal, and well-lit streets contributes greatly to residents convenience and safety. Prompt response to maintenance concerns shows efficient service and dedication from the management team."



Jonathan Obligacion Torres
Senior Operator - Carbon and Port, UAE



Diversity, equity, and inclusion

At EGA, we proudly welcome employees from across the world. We are a global organisation with a workforce comprised of over 70 nationalities. We embrace and celebrate the wealth of perspectives, ideas, and cultures that such a diverse workforce bring.

EGA's DEI strategic framework considers how to support equal opportunities for our workforce, communities, and supply chain. It also enables us to advocate for DEI issues through industry groups and events. Our refining, smelting, and casting business in the UAE has its own local strategy and targets.

In 2024, EGA conducted a Human Rights Impact Assessment (HRIA) of our UAE operations to identify potential human rights risks linked to its operations and supply chain, and identify potential gaps within its existing social management system and associated controls. This assessment covered the risk of modern slavery, including forced labour and child labour. The full findings from the HRIA were presented to EGA's Executive Committee in 2025, and will inform the development of a Human Rights Management Plan in 2026.

Similarly, our EGA Leichtmetall operations conducted an HRIA that explicitly includes historical aluminium activities at the site, analysing how previous extraction, processing, or disposal activities have influenced today's social, environmental, and economic conditions, with risk assessments carried out on all machines. In doing so, we looked at possible contamination and environmental consequences, long-term health effects on residents and employees, previous working and safety conditions, and existing social tensions or trust deficits in the region. The findings are integrated into the current risk analysis and into appropriate prevention and remedial measures.

Our Code of Ethics covering the UAE[114], the United States and Germany[115] all expressly prohibit gender discrimination, and we hire on a consistent, fair, merit-based approach that provides equal opportunities regardless of gender.

Our remuneration structure is identical across genders, ensuring equality in compensation. We review gender pay ratios on an annual basis. While we consider pay-related information confidential, we can confirm no significant gender pay gap issues were observed company-wide.

12%[116]

of all employees are women, exceeding our target of 11.9%

41%

of new hires in our UAE operations in 2025 were women

25%

of supervisory positions in refining, smelting, and casting are now held by women

> "Diversity and inclusion are not policies; they are practices of humanity. They are the visible expression that human potential unfolds most fully when difference is not merely tolerated, but deeply honoured."



Naseema Taleb
Senior Manager - Leadership Development, UAE



114 Available at https://www.ega.ae/en/about-us/our-policies-and-certifications

115 Available at https://www.leichtmetall.eu/en/about-us/our-policies-and-certifications

116 The 2024 performance previously reported as 9.8 has been corrected to 9.6. This amendment reflects a data correction and does not indicate a change in the underlying methodology.

CASE STUDY

Welcoming more women to diversify our business[117]

By the end of 2025, EGA employed a total of 863 women across its UAE operations, representing a gender diversity rate of 12 per cent. The representation of UAE national women continued to strengthen, with Emirati women accounting for 59.6 per cent of the female workforce, or 514 employees. More than 440 women are now employed in operational roles across EGA, and women hold 25 per cent of supervisory positions.

Female employees continue to play an important role in shaping operating team culture, contributing to strong safety performance and disciplined work practices. Women are progressing through structured training pathways, including formal classroom learning, on-the-job assessments, and online certification programmes.

In line with the objectives of EGA's diversity, equity and inclusion programme, there has been strong engagement through operational suggestion schemes and bimonthly team meetings. This reflects active participation in continuous improvement initiatives and inclusive leadership practices across EGA.

In 2025, EGA's Challenger Programme undertook formal research to advance the inclusion of women in operational roles across the UAE's heavy industry sector. These outcomes are expected to enhance workforce participation, support career progression for women, and contribute to more inclusive and sustainable operating environments within heavy industry.

117 For more information, visit here: EGA Celebrates 180+ Women on Emirati Women's Day

Inclusion and gender balance: refining, smelting, and casting

EGA is committed to advancing gender diversity through external partnerships, internal campaigns, and continuous monitoring and review of key performance indicators.

We are a founding member of Aurora50's NOORA network, a professional community initiative in the UAE which focuses on increasing gender diversity in boardrooms through mentorship, training, and networking opportunities for women.

Refining, smelting, and casting targets

Our refining, smelting, and casting workforce in the UAE now has over 440 women, on permanent and temporary contracts. This is the highest number of women employed in our company history. Of these, 320 women are employed in non-supervisory roles within traditional male dominated functions, representing 6.4 per cent of the non-supervisory workforces.

In 2025, women held 25 per cent of supervisory positions in EGA covering shop-floor supervision, middle and senior management roles all the way up to the executive committee. Within operating teams specifically, women represented 13.2 per cent of supervisory roles, reflecting continued progress in building a more inclusive leadership pipeline.

These outcomes reinforce our commitment to increasing female participation across all levels of the organisation. We are also aiming for women to represent 15 per cent of our UAE workforce by 2026, following the successful achievement of our interim target of 12 per cent in 2025.

CASE STUDY

Inspiring women in industry[118]

In March 2025, EGA's Women's Network welcomed Her Excellency Mariam AlHammadi, Minister of State and Secretary General of the UAE Cabinet, to discuss expanding opportunities for women in the industrial sector nationwide.

The summit at Al Taweelah brought together representatives from the Challenger Programme, EGA's initiative promoting gender diversity across UAE industry. Attendees included leaders from ADNOC, DUCAB, TechnipFMC, Strata Manufacturing, and partners NAMA Women Advancement and Impactiv.

At the event, delegates explored how women in heavy industries drive rapid change, aligning with International Women's Day 2025's theme 'Accelerate Action'. EGA also showcased 'Break the Mould', an initiative inspiring young women interested in STEM to pursue industrial careers. At the centre of the initiative are the 'Heavy Lifters', a collective of extraordinary women who established themselves as pioneers across their respective fields.

In January 2025, EGA partnered with the United Arab Emirates University's (UAEU) College of Engineering to engage with aspiring STEM Talent. A special mural by UAE artists, Fatima Al Hammadi and Wesal Al Ali, was commissioned by EGA and presented to the United Arab Emirates University's (UAEU) College of Engineering, serving as an inspiring symbol of the role of women in heavy industry.

EGA has increased its female workforce since launching its gender diversity programme in April 2022, growing from 673 to 863 women by end of 2025. Women now hold 25.2 per cent of supervisory roles, achieving EGA's target of 25 per cent by end of 2025.

118 For more information, visit here: EGA's Women's Network welcomes UAE Minister to discuss expanding opportunities for women across nation's industries





Refining, smelting, and casting DEI strategy and activities

Since the start of our strategic DEI program, several of our originally focused initiatives have been successfully embedded into business as usual practices. The strategy was refined and optimised in 2024 to focus on 5 key areas over the 3 year period. Our current efforts include:

- Improving inclusive facilities, see page 92 for more information
- Intensifying change management and internal awareness on DEI aligned to our values
- Strengthening the recruitment process and developing a strategy to attract more women
- Strengthening development pathways for women
- Improving presentation of People with Determination.

Our strategy sets clear expectations, including an annual gender diversity target for every department, and EGA's Women's Network plays a key role in connecting females within the organisation at all levels to support the development and empowerment of women within EGA.

We support new, expectant, and nursing mothers, providing maternity leave at or above statutory requirements. We have established nursing rooms across the organisation. Employees on maternity leave are supported and treated fairly in the performance management review process.

We know we need to move faster. We want EGA to be a genuinely welcoming place for women, particularly in parts of our business where few women have worked before.

Since 2024, we have focused on several critical enablers:

- Continued adding more female restrooms, prayer rooms, and nursing rooms
- Launching DEI Leadership Assessments and a Toolkit across our major teams to build inclusive behaviours
- Continued strengthening recruitment processes to enhance gender diversity and improve the value proposition for women
- Enhancing career development opportunities for women and creating pathways into non-traditional roles
- Continued promoting diversity beyond EGA through initiatives such as STEM education programmes and support for women entrepreneurs
- Continued integrating DEI considerations into supplier performance measurement and broader supply chain practices.

We assess the effectiveness of all initiatives annually to ensure they are moving us towards our gender equity goals.

Several DEI enablers implemented in previous years have now been successfully completed and transitioned into business-as-usual operations. These include company-wide awareness sessions led by DEI champions, unconscious bias training, and the integration of DEI into safety and employee inductions, which are now embedded within learning and onboarding processes. In addition, policies such as part-time work and work-from-home arrangements for maternity and restricted-work cases are established as standard HR practices. Infrastructure initiatives, including female accommodation, recreational facilities, and additional female restrooms, prayer rooms, and nursing rooms, have also been completed and are now maintained through regular operational and facilities management processes.

Inclusion and gender balance: recycling

We do not currently have formal DEI strategies and targets for our operations in Germany and the US. In 2025, 14 per cent of the 66 employees at EGA Leichtmetall and one of five new hires were women. Twelve nationalities are represented across the team. EGA Spectro Alloys have 4 per cent female employees primarily in corporate roles.



CASE STUDY

Representing everyone in safety[119]

In March 2025, we marked International Women's Day by unveiling new safety signage which features both women and men across our Jebel Ali and Al Taweelah facilities.

The redesigned signs, now installed in casthouses and potlines, will roll out company-wide and we are making the designs available to any industrial company wishing to follow suit.

119 For more information here: EGA unveils gender-inclusive safety signage at Jebel Ali and Al Taweelah to mark International Women's Day



Local recruitment

Local recruitment is a priority for us in the UAE. We support the country's shared goals of enhancing the skills and employability of its citizens, unlocking people's potential to contribute to the national economy. We have set local recruitment objectives aimed at increasing Emirati representation within our workforce.

Our Emiratisation programmes provide clear pathways for career progression through structured development and training, designed to attract, develop, and retain UAE nationals.

In 2025, 20 per cent of our UAE workforce were UAE nationals.

Supporting local recruitment: refining, smelting, and casting

	2022	2023	2024	2025
UAE Nationals	1,249	1,241	1,334	1,442
Expatriate employees	5,451	5,506	5,697	5,726
Total staff	6,700	6,747	7,031	7,168

Senior management hired from the local community: refining, smelting, and casting

42%

Nationals in Executive Committee

2025



39%

Nationals in senior management (grade F & above excluding ExCo)

2025



CASE STUDY

Strengthening Emirati talent pipelines through targeted recruitment initiatives[120]

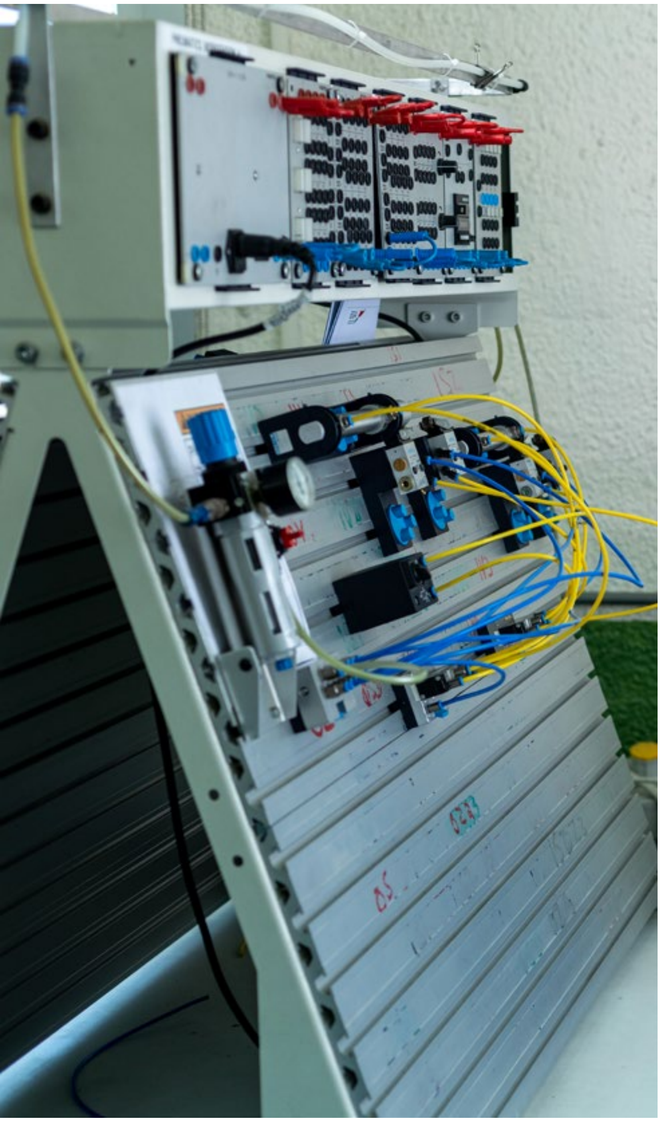
In 2025, EGA strengthened its Emiratisation efforts by participating in leading UAE career fairs, helping connect with national talent across different career stages supporting the development of a diverse and sustainable national workforce.

In September 2025, EGA engaged Emirati talent at Ru'ya Careers UAE, a leading national exhibition focused on early-career opportunities. The event generated over 1,800 applications, with around 100 candidates interviewed for the National and Graduate Training programmes. uccessful applicants are expected to join in April 2026.

EGA also participated in the Zaheb Career Fair in Abu Dhabi in November 2025, targeting experienced Emirati professionals across technical and corporate roles. The event attracted over 1,300 applications, further expanding the company's reach and supporting its ambition to build a workforce that reflects the communities it serves.

120 For more information, visit here: EGA offers jobs to more than 100 young UAE Nationals at Ru'ya Careers UAE





Employee development

Our people and culture are at the heart of our success. We invest in developing our people at all levels and across all areas, building a talent-driven organisation with a distinctive competitive advantage.

Every employee has an interim and year-end performance review each year, as well as a minimum of five days of development. This gives a wider range of EGA employees access to high-quality training and development opportunities, with learning options suited to individual needs.

Global programmes

We continue to modernise our training and development efforts across our UAE operations. This includes using digital learning platforms like edX, LinkedIn Learning, and Axonify, as well as augmented reality and virtual reality training platforms. In 2025, nearly 402,000 of training activities were on these platforms, with 48,000 courses completed.

Introducing the EGA Academy[121]

In September 2025, we were proud to announce the launch of the EGA Academy, marking a significant step forward in our commitment to developing the talent needed to drive future growth for EGA and the UAE's industrial sector.

The EGA Academy consolidates and elevates all of our training and development programmes under one unified platform, delivering learning opportunities for employees at all levels. It also supports 'Operation 300bn' – the UAE's 10-year strategy to boost the industrial sector's contribution to GDP from AED 133 billion to AED 300 billion by 2031.



EGA Academy is the one-stop-shop designed to build the technical, professional and leadership skills needed to succeed in today's fast-evolving industrial environment. From early-career trainees to experienced specialists and leaders, employees can access tailored development pathways, expert-led learning and real-world experiences that support their professional ambitions.

Our custom-built digital platform, the EGA Academy App, puts career development at employees' fingertips, making it easy to navigate their development journey and take ownership of their growth at EGA.

The app enables employees to explore thousands of development opportunities, track progress towards career goals, and receive continuous feedback. The Academy operates at both our Al Taweelah and Jebel Ali sites and includes our flagship National and Graduate Training programmes.

> "In 2025, we officially launched the EGA Academy, a strategic enabler that drives business performance and develops the skills of our people for the future. It is more than a training centre. It is our integrated hub for capability building at EGA. It transforms the way people can take charge of developing their skills and prepare them for career opportunities in the future. It is at the heart of being a talent-driven organisation."



Kamball David Schafferius
Senior Director-Talent Management & Culture, UAE

121 For more information, visit here: EGA launches the EGA Academy to transform capability building and career development in industry in line with Operation 300 billion

Leadership Excellence Journeys programme

Leadership Excellence Journeys is EGA's flagship values-based leadership programme for leaders at all levels. The programme is central to our cultural transformation, redefining leadership at all levels to drive performance through behaviours aligned with our purpose, mission, values, and strategy. The nine-month journey blends experiential learning, coaching, and peer engagement, and participants are nominated by senior leaders in their operational area.

Since the programme's launch in September 2023, we have completed four waves, covering a total of 735 leaders. In 2025, we graduated Wave 3 with 204 leaders and launched Wave 4 with 155 leaders who have now completed their journeys. We are pleased to announce that Wave 5 will officially launch in April 2026, welcoming over 220 leaders into the programme.

The Leadership Excellence Journeys were globally recognised in 2025 winning three Gold Awards from the Brandon Hall Group[122], including:

- Best Leadership Development Program
- Best Measuring the Impact of Leadership Development
- Best Corporate Culture Transformation

Accelerating talent

Launched in 2024, Ascend is EGA's flagship programme to accelerate talent across all levels of our UAE workforce. Its innovative design challenges and inspires the people most critical to EGA's future success.

The programme runs across five levels, with nominated participants joining a cohort matched to their seniority. Depending on the level, Ascend runs for nine to twelve months. Participants learn in the classroom, on the job, and through exposure to companies and networks beyond EGA.

Over 300 of EGA's top talent from shopfloor to Senior Leaders have now completed Ascend programmes since inception, with consistently excellent feedback across all levels. Participants particularly valued the hands-on, experiential nature of the learning journey and the opportunity to "bring the outside in" gaining exposure to global perspectives, emerging trends, and best practices, and translating them into meaningful impact within EGA.

In 2025, we launched the Ascend Community, creating a platform for participants across all levels to connect and engage beyond the formal programme. The community enables cross-level dialogue on key topics such as business acumen, strategic thinking, and sustainability. It serves as a space to share best practices, strengthen networks, and build a stronger leadership ecosystem across the organisation.

Technical and operational training

We have invested in a major technical training transformation strategy, focused on how we develop our people in the areas of operational excellence and safety. This includes an on-the-job coaching programme where employees nearing retirement pass on their valuable knowledge and expertise to others in their team.

For technical operations roles (shopfloor to manager), EGA maintains a pool of entry-level candidates who are trained and ready to deploy quickly when vacancies appear. The pro-active training pool ensures operational safety and stability, which also creating a safe training plan for entry level employees enabling a smooth entry into the Aluminium sector.

On Job Excellence coaching programme

As part of our 'Technical Training Transformation' we launched our 'On Job Excellence' coaching programme to ensure talent and knowledge gets passed on across generations at EGA.

To prevent 'skill dilution' when our experienced expats retire and are succeeded by young national graduates, we invite a select few, highly rated employees to step out of their role a few years in advance of retirement and join the EGA Academy team full time as coaches. The new graduate steps into their former role and works under the guidance of the seasoned employee. This fast-tracks experience for our new recruits and helps to transfer the wealth of knowledge we would otherwise risk losing when the outgoing employee leaves.

Study leave

Any employee sponsored to study a course relevant to their role at an accredited institution is entitled to 15 days of paid study leave per year.



122 Find more information here.

Employee development: refining, smelting, and casting

EGA runs training programmes at all levels in our refining, smelting, and casting operations. Career planning, particularly through individual development plans, sits at the core of these efforts.

Our Emiratisation programme, detailed on page 97, includes several development elements:

- Internships
- Summer work experience for high school and university students
- Scholarships for employees and students
- A national trainee programme for high school students seeking jobs
- A graduate trainee programme for university graduates entering the workforce.

Scholarships are available to UAE nationals pursuing higher education at university level. Our National Training programmes develop UAE-national high school leavers for operational, technical, and administrative roles. Since 1982, more than 5,230 UAE nationals have graduated from these programmes, with many going on to build long and successful careers at EGA.

In 2025, 130 trainees enrolled in our National Training Programmes across our ten specialised streams. Our training cohort was supported by English, Science and Maths teachers, and Technical Operations Trainers who delivered training on industrial job-readiness. The programme also equips participants with essential life skills and provides a structured transition into operations roles.

In terms of training for employees overall, performance in key metrics improved as our:

- Male staff's average training hours decreased from 72 in 2024 to 70 in 2025
- Female staff's average training hours increased from 102 to 128 during the same period.

CASE STUDY

Recruiting young Emiratis[123]

EGA attracted 900 applications from young Emiratis at the National Service Career Fair in Expo City Dubai in May 2025, underscoring strong demand for industrial careers among the nation's young people.

New recruits from the fair joined the company in September 2025, contributing to EGA's ambitious Emiratisation goals. We hired more than 100 UAE Nationals in 2025 and now employ over 1,442 Emiratis.

We attended the three-day event to showcase opportunities on our National and Graduate Training programmes.

During the fair, EGA also signed an agreement with the Ministry of Higher Education and Scientific Research to provide scholarships to Emirati students in subjects relevant to our talent needs.

EGA already has one of the highest Emiratisation rates of any major company on a like-for-like basis, accounting for the high proportion of blue-collar roles in heavy industry. We aim to reach 50 per cent by the end of 2027.

123 For more information, visit here: EGA offers jobs to more than 100 young UAE Nationals at Ru'ya Careers UAE



LEAP Graduate Development Programme

LEAP is our bespoke leadership capability programme designed to equip fresh graduates with the skills and experience required to become effective supervisors in their respective areas. We have updated content in the LEAP graduate development programme to include the latest best practice, and increased the frequency of mentoring sessions that EGA participants receive. In 2025, 39 Graduate Trainees graduated from the second cohort (2024/2025). We also launched our third cohort of 38 trainees in January 2025, and in December 2025 we launched our fourth cohort of 50 trainees, our largest intake to date.

LEAP was recognised by ME HR & Learning with the award for "Best Blended Leadership Programme".

04

Good governance

- Our corporate governance
- Risk management approach
- Climate-related risks
- Embedding ethical practices
- Business integrity performance
- Meeting international quality standards
- Customer feedback
- A responsible supply chain
- Local procurement
- Continuous improvement and Centre of Excellence

We see governance as the foundation of responsible growth. At EGA, we embed integrity, transparency, and accountability into every level of our organisation. Our approach is participatory and evolving, shaped by active stakeholder engagement and a commitment to meeting the highest ethical and regulatory standards. By continuously strengthening our governance practices, we aim to build trust, manage risks effectively, and support our long-term sustainability goals.

32,902
employee submissions to EGA's Suggestion Scheme

100%
of audited suppliers in the UAE agreed to implement improvements or action plans to address identified negative social impacts

42%
of payments made to suppliers in the UAE

240
Tamayaz projects submitted

50
employees recognised at RASHAD Awards

Zero
product-related customer complaints



Good governance



Our corporate governance

Strong governance is the foundation upon which EGA builds its long-term success, enabling us to pursue ambitious growth while maintaining the trust of our stakeholders. In 2025, we continued to evolve our governance framework to support an increasingly complex international footprint, strengthening accountability, compliance, and ethical stewardship across all operations.

Our Board

The EGA Board is responsible to shareholders for our company's success, strategic direction, values and governance. The Board periodically reviews and updates the governance framework to ensure it remains appropriate for the company's size and strategies. The Board also relies on four sub-board committees for subject-matter expertise.

Composition and skills

EGA continues to have a strong mix of talented individuals on the Board with a depth of commercial experience across a range of industries[125]. This diversity helps create an effective and entrepreneurial Board, able to offer external perspective on the business and constructively challenge Executive Management, particularly on strategy and performance.

The Board is advised by four committees. It has carefully selected the members of these committees, considering best practices both regionally and internationally. Where necessary, the Board has selected non-Board members to sit on committees where their particular expertise adds value. Eight Board members serve on at least one permanent Board committee.

While there is presently no female representation on the Board, EGA strongly believes in encouraging gender diversity in all levels of the company. EGA welcomed two female members to the Human Capital Committee in 2022, one female member to the Finance and Commercial Committee in 2023, bringing the total number of women on EGA's Board committees to three. Additionally, three members of EGA's executive management team are female.

Board members regularly receive training and engage in other activities to understand global trends, regulatory shifts, sector developments, emerging best practices, and the evolution of EGA's own operations.

In 2025, the Board enriched its collective knowledge through sessions on:

- Human capital management and incentivisation
- A deep dive into EGA's onsite safety practices and culture (Journey to Zero Harm)
- Decarbonisation and emissions strategy
- International growth strategy
- Long-term planning, strategic initiatives, risk appetite and management.

12
Board members

10
Non-executive Directors[126]

30+
Meetings held by the Board and its committees

125 For more information on our leadership, visit our leadership pages on EGA's website, or refer to the Corporate Governance Report: https://www.ega.ae/en/about-us/our-leadership

126 83.3 per cent of Board

Oversight of corporate governance

The Board periodically reviews and updates its corporate governance framework to ensure it remains appropriate for the company's size and strategies. The guiding principles of EGA's corporate governance framework follow EGA's core values. The Board's goal is to ensure EGA adopts the highest governance standards to support our planned corporate growth strategy, our increased focus for environmental and social awareness, and our ambitions for the future.

Shareholder relations

The Board regularly liaises and engages with its shareholders to gauge, assess, and implement their responses on key matters affecting EGA's business. These matters include review of EGA's long-term strategy and business plans (including decarbonisation projects), human capital policies, and ESG targets and progress.

Conflicts of interest

Board members are required to disclose all other directorships on an annual basis, and these declarations are documented in the Corporate Governance Report for transparency and best practice.

At the beginning of every Board meeting, members are asked to declare any potential conflicts of interest, including both personal and business matters. For decisions needing the approval of members not present at a meeting, we require those absent to declare any conflicts of interest before their approval is considered valid.

All declared conflicts of interest, whether submitted before or during the meeting, are formally recorded in the minutes.

EGA Board and its committees

The Board

- Provides entrepreneurial leadership and sets strategy, major investments, and long-term plans.
- Oversees ESG, including decarbonisation, and the identification, assessment, and management of material ESG risks and opportunities.
- Oversees Board and executive appointments, committee charters and memberships, and annual performance evaluation.
- Determines executive structure, remuneration, talent strategy, and succession planning.
- Monitors financial and non-financial performance.
- Sets risk appetite and monitors risk management and mitigation plans.
- Ensures the integrity and effectiveness of internal controls and reporting systems.
- Reviews subsidiary governance and assurance to align with Group structure, strategy and risk profile.

Human Capital Committee

- Assists the Board in discharging its responsibilities related to human capital matters, including Board composition, evaluation, induction, training, and succession planning.
- Oversees remuneration and incentive structures, ensuring alignment with EGA's medium- and long-term performance objectives, particularly on sustainability and climate-change goals.
- Ensures incentives promote adherence to ESG standards and encourage sustainable practices.

Technical & Projects Committee[127]

- Supports the Board in making informed technical and project-related decisions.
- Oversees technology strategy, with a focus on decarbonisation solutions, sustainability, and climate change objectives.
- Ensures technical initiatives align with EGA's long-term strategic and sustainability goals.

Audit, Risk & Compliance Committeee

- Assists the Board in fulfilling its oversight responsibilities for financial reporting, risk management, internal controls, and the audit process.
- Oversees EGA's processes for monitoring compliance with applicable laws, regulations, and the Code of Ethics.
- Supports audit and risk oversight related to sustainability, ensuring operations align with ESG principles, standards, and objectives.

Finance & Commercial Committee

- Responsible for overseeing the company's approach to responsible investment and financial strategy.
- Ensures integration of climate change, sustainability, and ESG considerations into financial decision-making.
- Aligns financial strategies and decisions with EGA's sustainability commitments and ESG principles.

127 The Technical & Projects Committee was dissolved with effect from 31 December 2025.

Executive Management and committees

Managing Director

- Member of the EGA Board
- The most senior executive at EGA
- Responsible for meeting the Board's strategic objectives and ensuring the Executive Management's work aligns with the Board's overall vision

Chief Executive Officer

- Responsible for managing EGA's ongoing operations and business
- Leads the Executive Management team and develops Group strategy, alongside the Managing Director and EGA Board

Three management committees report to the CEO

- Each committee supports EGA's CEO in specific areas of expertise.
- All have a strong track record of operational success and business leadership.
- Members present to the Board and other EGA committees regularly, upholding transparency throughout the business.

Executive Committee[128]

- Oversees all strategies, policies, and assesses risks affecting EGA and our subsidiaries.
- Emphasises sustainability, ESG principles, and decarbonisation efforts.
- Develops, implements, and monitors Group strategy, business plans, and policies.
- Strengthens connections and collaboration among Group companies to deliver value.
- Implements Group values, culture, and behaviour aligned with sustainability (see pages 107 - 108).

Strategic Procurement Committee[129]

- Ensures continuous supply of strategic raw materials for EGA and subsidiaries.
- Prioritises responsible sourcing, operational needs, ESG targets, and value for money.
- Assesses procurement strategies, monitors performance, and reviews contractual variations.
- Develops policies for selling surplus and waste materials to meet sustainability goals.

Investment Committee[130]

- Oversees the evaluation of strategic investment initiatives in alignment with the EGA's long-term strategic plan.
- Reviews material capital allocation proposals, including expansions, joint ventures, and domestic and international mergers and acquisitions opportunities, prior to submission to the appropriate approval authority.



128 In 2025, the Executive Committee met 39 times.
129 In 2025, the Strategic Procurement Committee met 11 times, before being dissolved.
130 In 2025, the Investment Committee met 9 times.

Board oversight and communication

In 2025, the Board convened seven times to discuss EGA's direction. This included topics such as:

- Strategy
- Business performance
- Governance
- Environmental health and safety (EHS)
- Finance
- Risk
- Integration strategy
- ESG matters
- Human capital
- External audit

Areas of focus in 2025

The Board focused on core issues across risk, governance, and strategy.

To strengthen capabilities in executing EGA's strategy through effective leadership, Board members participated in several deep-dive sessions, including:

- Business and market updates and forecasts
- EHS, with a focus on safety and key environmental initiatives
- Climate change and ESG compliance
- Capital investments
- International and regional expansions
- Risk
- Innovation projects
- Long-term strategy

Board responsibility for sustainability

Throughout 2025, the Board actively challenged and collaborated with Executive Management on EGA's long-term strategic planning, with particular focus on decarbonisation and its implementation.

The Board recognised continued progress on EGA's 2040 strategy, which was approved in 2023. Key focus areas included:

- Decarbonising our assets, particularly power generation.
- Expanding EGA's presence in recycling.
- Developing leading technologies to improve energy efficiency.
- Creating innovative solutions for bauxite residue management.
- Midstream expansion and growth (both regional and international).
- Global M&A projects.

The Board also noted that EGA's decarbonisation roadmap progressed as planned in 2025, recognising the growing importance of meeting climate-related goals and responding to customer demand.

Oversight of integration into operations

The Board fully oversees the integration of ESG initiatives into our corporate strategy and all relevant corporate governance policies, including Board and committee charters. Significant progress on our ESG commitments was achieved in 2025.

Our action to reduce emissions and meet global standards is evident in the allocation of ESG metrics, which comprised 30 per cent of the company's scorecard for 2025.

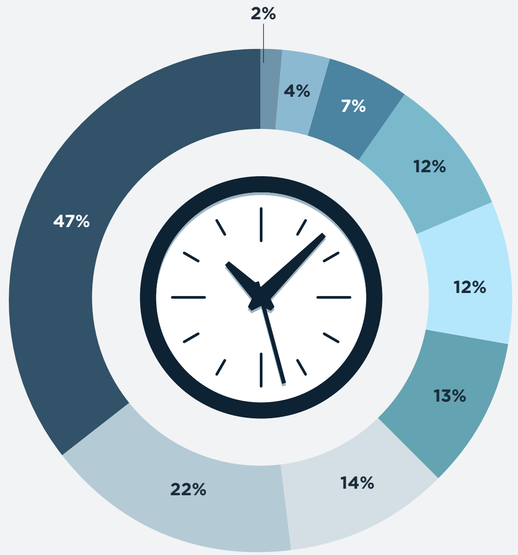
> At EGA, strong governance underpins how we create long-term value. It goes beyond compliance, embedding transparency, accountability, and ethical decision-making across our operations. As expectations evolve, we continue to strengthen our governance practices to support resilience, manage risk, and enable responsible, sustainable growth.



Sara Abdulatif Abdulla Hassan Galadari
Assistant Company Secretary, UAE



Time allocation for 2025 Board meetings (%)[131]



- **2%** External audit
- **4%** Human capital
- **7%** Governance
- **12%** Risk
- **12%** EHS
- **13%** ESG*
- **14%** Business performance
- **22%** Financial
- **47%** Strategy

*including Board and committee governance and CSR

131 Percentages may exceed 100% due to multi-topic agenda items.



Chain of responsibility for reporting on sustainability

Embedding sustainability across our organisation and achieving our aspirations requires active involvement from all parts of the business, with the entire executive leadership team playing a central role in advancing EGA's sustainability agenda.

CEO direction

The CEO is responsible for managing the company's ongoing operations and business, while overseeing our approach to sustainability and ESG. This forms part of his responsibility for delivering the strategy approved by the Board.

Risk management, portfolio reviews, capital investments, annual financial planning, and government engagement are all integrated with our sustainability direction and aligned with executive priorities.

Management committees' roles

Three management committees report to the CEO. See page 105 above for more details.

Executive Committee and sustainability

EGA's Executive Committee, chaired by the CEO, has responsibility for ESG issues and sustainability at the highest level in the business. Executive Committee members met 39 times in 2025 to assess and manage climate-related risks, sustainability issues, and ESG opportunities.

During 2025, we streamlined our management governance framework to strengthen alignment with the Executive Committee. As a result, we dissolved EGA's Intellectual Property, Risk Management, Strategic Procurement, and ESG committees, consolidating their responsibilities within the Executive Committee. This rationalisation reflects the increasingly cross-functional nature of key management issues and supports a more unified executive forum for matters of strategic and enterprise-wide significance.

The Executive Committee now serves as the principal executive forum supporting the Chief Executive Officer at management level. This committee comprises of our full executive leadership team, including our:

- Chief Executive Officer
- Chief Financial Officer
- General Counsel, and Head of Ethics & Business Integrity
- Executive Vice President Human Capital
- Chief Marketing Officer
- Executive Vice President Midstream
- Chief ESG & Sustainability Officer
- Senior Vice President, Product and Casting Operations
- Executive Vice President Capital Projects, Alumina & Bauxite
- Chief Supply Chain & Business Development Officer
- Chief Strategy and Innovation Officer
- Senior Vice President, Corporate Affairs
- Chief Digital Officer[132]

The streamlined governance framework strengthens coherence in decision-making, improves information flow, and ensures clearer accountability at the executive level. At the same time, it preserves robust management oversight and governance standards.

132 In December of 2025, leadership of the Digital Transformation function transitioned to the Chief Financial Officer to further strengthen the role of digitalisation, Industry 4.0 and artificial intelligence in delivering EGA's 2040 strategy

ESG and sustainability responsibilities

Our Chief ESG and Sustainability Officer reports directly to the CEO, overseeing and implementing EGA's ESG strategy, see page 18 for more information. They bring sustainability-related risks and opportunities to the attention of the Executive Committee, the CEO, EGA's Board, and several Board committees through the reporting chain outlined above.

Our Manager – Sustainability and Senior Director - ESG report to the Chief ESG and Sustainability Officer and provide functional expertise and counsel to guide the development, implementation, and continuous improvement of EGA's ESG strategy. They also lead on improvements that align the business with corporate commitments, stakeholder expectations, and international sustainability programmes, including the ASI.

In 2025, we continued to make strong progress on ESG, which has been embedded into our corporate strategy with full Board oversight.

During the year, we strengthened this integration by embedding ESG considerations into our corporate governance policies, procedures and governing documents - including Board and Committee charters - to reflect the ESG priorities set out in the approved long-term strategy. At the end of 2024, we also established the 'ESG & Sustainability' business area, which is responsible for overseeing, coordinating, and continually advancing ESG and sustainability practices across EGA.



Subsidiary governance

In 2025, we continued to expand our international business as part of the Board approved growth strategy. To support this, the Company Secretariat led a detailed review of subsidiary governance and how it should align with existing EGA policies and procedures, including Delegation of Authority policies and reporting structures.

The review reinforced the importance of having a consistent subsidiary governance approach to ensure all subsidiaries operate in alignment with the overall corporate strategy and adhere to the same standards of governance, ethical conduct, and regulatory compliance as the company. EGA is now working with the relevant business teams to further develop this subsidiary governance framework to strengthen risk management, clarify roles and reporting lines, and enhance oversight across the Group.

EGA was honoured at Mubadala's 2025 Responsible Investing Network event in Abu Dhabi, an annual gathering that brings together sustainability leaders from across Mubadala's UAE-based portfolio. Mubadala is Abu Dhabi's sovereign wealth fund, managing more than $300 billion in assets. At the event, EGA received recognition through the Responsible Investing Network awards, where we were presented with the Sustainability Progress Award.

Risk management approach

Our risk management governance framework operates on a three-lines-of-defence model. This has been implemented to ensure clear ownership and delegation of responsibility for management, as well as oversight of risk, to support the appropriate flow of information throughout the company.

We embed risk management at every level of EGA, while seeking to identify emerging risks and their impact on our business and local communities.

Through ongoing stakeholder engagement, data-driven scenario analysis, and cross-functional collaboration, we maintain a dynamic risk register and embed ESG considerations into our enterprise risk framework. This ensures systematic evaluation of climate-related exposures, regulatory developments, social equity issues, and governance practices.

> "Sustainability and risk management are inseparable - together they guide us toward responsible production and resilient performance."



Mamadou Lamarana Balde
Manager - ERM, UAE

Risk management systems and culture

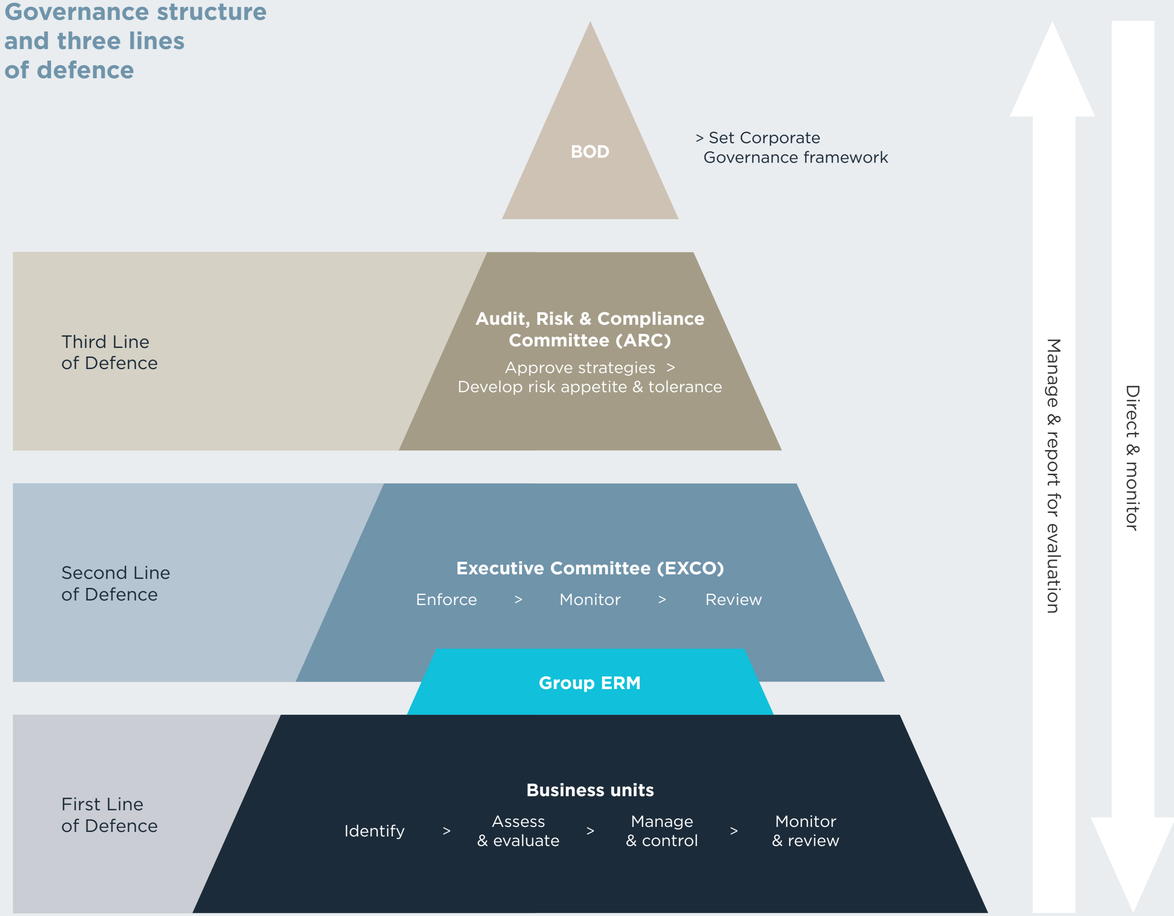
To maintain a mature risk culture, we maintain effective communication across all stakeholders. Our centralised Enterprise Risk Management (ERM) department places emphasis on training in risk management processes and integrating event analysis within risk assessments.

Principal risks are identified across EGA by aligning them with our strategic business objectives. These risks are assessed using our ERM methodology on a centrally managed online Global Risk Compliance (GRC) platform. Outcomes of the assessment are measured against risk appetite and tolerance statements to ensure appropriate risk management options are identified and implemented.

Key actions and procedures to ensure effective and efficient risk management include:

- Quarterly monitoring of the company's risk portfolio, updating the corporate risk map and register, including emerging and strategic risks.
- Quarterly review of the most significant risks by the Executive Committee, the Board's Audit, Risk & Compliance Committee, and the Board of Directors.
- Regular training in risk management principles and procedures for employees and management to build a risk-aware culture.
- Continuous improvement of the ERM framework and automated risk management system by integrating recent framework updates and leveraging the latest technological advancements.
- Effective risk and resilience approach ensuring business continuity plans are in place for the most critical risks.

Governance structure and three lines of defence





Climate-related risks

Board oversight

Climate-related governance is led by the Board of Directors, which oversees climate direction, decarbonisation goals and climate-related risks and opportunities. The Board approves EGA's climate targets, including emissions reduction KPIs, and regularly reviews progress through updates from management and relevant Board committees.

Role of Board committees

Specific aspects of climate governance are delegated to Board committees. The Audit, Risk and Compliance Committee oversees climate-related risks within the company's risk management framework; the Human Capital Committee reviews sustainability-related performance objectives and emissions targets; the Finance and Commercial Committee considers climate and sustainability aspects of investment and financial strategy; and the Technical and Projects Committee reviews climate-related technical strategies and emissions reduction initiatives.

Executive management oversight

At management level, the Chief Executive Officer and Executive Committee are responsible for implementing the Board-approved climate direction and integrating climate considerations into business planning, risk management and operations. The Chief ESG & Sustainability Officer reports regularly to the Board and its committees on environmental performance, including GHG emissions and progress toward targets, while other executive leaders assess and manage climate-related risks and opportunities within their respective areas of responsibility.

Climate Transition Plan

In 2025, EGA developed a climate transition plan as a follow-up to its decarbonisation roadmap. The plan translates the roadmap's ambition into specific actions and initiatives designed to deliver the company's 2030 emissions reduction commitments.

Governance of climate-related risks

EGA's climate transition plan and associated transition risks are overseen and implemented through a defined multi-level governance framework that ensures strategic oversight, management accountability, and operational execution.

A dedicated 'Decarbonisation Steering Committee', comprising the Chief ESG and Sustainability Officer, and Chief Strategy & Innovation Officer, provides structured oversight of the transition plan on a regular basis and review performance against decarbonisation targets. They also provide strategic direction, monitor key activities, approve major milestones and escalations.

Implementation of the transition plan is coordinated through a dedicated Project Management Officer (PMO), which conducts regular progress reviews with initiative workstream leaders to monitor delivery, manage interdependencies, and address implementation risks.

Each decarbonisation initiative is assigned a designated leader responsible for execution, budget control, milestone achievement, and cross-functional coordination.

Dedicated decarbonisation teams within the Strategy and ESG functions provide technical expertise, analytical support, performance tracking, and alignment with the overall transition roadmap and external reporting requirements.

Governance of physical climate risks is managed separately through EGA's Enterprise Risk Management (ERM) framework, where risk levels and mitigation actions are regularly reviewed in coordination with the sustainability and risk management teams.



Embedding climate-related risks into business strategy

EGA's transition plan is fully integrated into its long-term corporate strategy and articulated through the company's "10 Bold Moves" strategic framework. Decarbonisation is embedded as a core strategic priority and reflected in operational planning, capital allocation, risk management, and performance monitoring processes.

Key initiatives of our transition plan include:

- Power decarbonisation
- Expansion of recycling capacity
- Asset-level decarbonisation roadmaps
- Implementation of Internal Carbon Pricing (ICP).

These are incorporated into the company's medium- and long-term investment planning and portfolio prioritisation. These initiatives are assessed alongside financial and operational criteria to ensure alignment with corporate objectives.

The transition plan directly supports EGA's corporate target of achieving a 25 per cent reduction in emissions intensity by 2030 and carbon neutrality by 2050. It also addresses regulatory and market risks associated with carbon exposure, including mechanisms such as the Carbon Border Adjustment Mechanism (CBAM), thereby strengthening the company's long-term resilience and competitiveness.

ICP serves as a key implementation mechanism by integrating the financial implications of greenhouse gas emissions into capital expenditure evaluations and project business cases. By systematically embedding carbon considerations into investment appraisal, project economics, and strategic decision-making, EGA ensures that decarbonisation objectives are reflected in financial planning and long-term value creation.

> "Climate change is no longer a future risk and we recognise that adaptation is as critical as mitigation. By integrating detailed physical climate risk assessments into our enterprise risk management framework, we are strengthening the resilience of our assets, workers, communities and the environment around us. In the future, we will extend our climate-related physical risk assessments to include recent acquisitions and our supply chain."



Dr Jasminka Jaksic
Manager – Sustainability, UAE



Identifying, assessing and managing climate-related risks

We identify, assess and manage climate-related transitional and physical risks within EGA's ERM framework and monitoring system. Climate change is treated as a standalone principal risk.

Climate-related transitional risks

Through EGA's transition plan, we recognise that potential climate-related transition risks may arise from evolving regulatory requirements, carbon pricing mechanisms, technological change, market and stakeholder expectations associated with the global transition to a lower-carbon economy. These risks are central to our transition plan.

EGA actively monitors regulatory developments across relevant jurisdictions, conducts scenario analysis to assess potential financial impacts, and integrates climate transition considerations into strategic planning, capital allocation and risk management processes. Through these measures, we aim to enhance resilience while positioning the company to capture opportunities arising from the energy transition.

Climate-related physical risks

In 2023, we completed a physical climate risk assessment for our UAE assets. Since then, we have been putting its findings into practice and defining action plans in our ERM platform. This work forms part of EGA's broader climate resilience programme and supports the systematic identification, prioritisation and management of climate-related physical risks across the company's UAE operations.

Climate scenario	Degrees of warming by 2100	Assumed outcomes
SSP1-2.6	~1.5–2°C	Strong climate policies and rapid decarbonisation, including a fast phase-out of fossil fuels. Transition risks are higher due to policy and technology shifts, while long-term physical climate risks are lower.
SSP2-4.5	~2.5–3°C	Moderate climate action with policies strengthening over time. Both transition and physical risks increase progressively as emissions decline more slowly.
SSP5-8.5	> 3°C	High-emissions pathway with limited climate policy and continued fossil-fuel use. Physical climate risks are significantly higher, while transition risks are lower.

The assessment looks at our core UAE operations and extends to supporting infrastructure, services, the local environment, stakeholders, and communities. The scope therefore captures both direct operational impacts and potential indirect effects on critical dependencies such as utilities, logistics, surrounding ecosystems and the local workforce.

The assessment applied climate scenarios aligned with the Shared Socioeconomic Pathways (SSPs) to understand how physical risks may evolve under different global emissions trajectories. Using multiple scenarios allows EGA to assess how climate hazards could change under different policy and emissions pathways and to test the resilience of operations under a range of plausible future conditions. Consistent with the expectation that climate-related risks change over time, our scenario analysis assessed impacts across multiple time horizons:

- Short term: 2030
- Medium term: 2050
- Long term: 2080

These time horizons allow EGA to evaluate both near-term operational risks and longer-term structural impacts on assets, infrastructure and surrounding environments.

Our assessment identified five climate-related physical risks with relevance to EGA's UAE operations. These risks were prioritised through a structured evaluation of hazard exposure, asset vulnerability, time, and potential operational, financial, market, legal and compliance, social, and environmental consequences. Climate change risks were identified across workforce health, safety and availability, as well as potential impacts on site drainage, operational infrastructure, and surrounding habitats due to changing environmental conditions and extreme weather events.

For each identified risk, EGA has defined a set of adaptation actions to strengthen operational resilience. These actions are structured across five categories:

- Informational measures, including scoping of detailed risk studies, monitoring of climate hazards, and appraisal of existing controls under different climate scenarios.
- Institutional and policy-related measures, including stakeholder engagement on climate risk and adaptation, oversight and governance of climate risks, and integrating climate change considerations into existing risk assessments.
- Contracting and insurance measures, including engaging with contractors on climate risks and adaptation, extending insurance coverage for climate-related perils, and working with insurers on adaptation measures that have been implemented.
- Operational measures (OPEX), including reviewing and improving maintenance regimes and health and safety protocols, optimising water and energy use, and ensuring effective post-event repair and restart procedures.
- Physical modification measures (CAPEX), including installing back-up systems, upgrading assets to higher resilience specifications during replacement cycles, implementing 'hard' engineering solutions, and exploring 'soft' nature-based solutions such as trees for shading.

Working with EGA subject-matter experts from engineering and operations, we have evaluated how vulnerable our assets, infrastructure, local communities, and environments are to these variables and built the risks and opportunities we identified into EGA's ERM governance framework. This integration ensures climate-related physical risks are regularly monitored, reviewed and managed through EGA's established risk management processes, enabling the effective implementation of adaptation actions.

In the future, we will extend our climate-related physical risk assessments to include recent acquisitions and our supply chain.



Embedding ethical practices

We believe good ethics are the foundation of good business, while unethical behaviour can destroy stakeholder trust.

Everyone at EGA is responsible for building a culture of ethical behaviour across all departments and operations. We are committed to embedding ethical practices throughout our business and earning the trust of our customers, suppliers, and communities through honest and ethical work.

Our in-house Legal, Ethics & Business Integrity department runs a risk-based ethics and compliance programme tailored to the specific challenges in our industry. The team identifies integrity risks and associated controls across our operations. We continuously look for better ways to detect, prevent, and respond to ethical issues.

EGA Leichtmetall continues to operate in full compliance with German law. The company's high standards in governance, environmental, and occupational practices are further supported by its certifications, detailed on page 115.

At our EGA Spectro Alloys recycling business in the United States, we also uphold the highest ethical standards and adhere to local laws and regulations.

EGA Leichtmetall[133] and EGA Spectro Alloys are yet to adopt EGA's Code of Ethics and Anti-Bribery and Anti-Corruption policy but include anti-corruption commitments in their Codes.

EGA's Code of Ethics

EGA's Code of Ethics sets out and communicates the standards guiding our behaviour. It applies to everyone within the business and addresses 24 compliance issues, including:

- Supporting diversity and inclusion
- Opposing harassment
- Opposing bribery and corruption
- Competing fairly
- Acting with integrity in all dealings with customers, suppliers, and governments[134]

Our Code of Ethics is published on our website.[135]



Anti-corruption and anti-bribery

EGA has zero tolerance for bribery and corruption. We take compliance seriously and recognise the high-risk levels in countries where we operate. Regular risk assessments form a key part of an effective ethics and business integrity programme, and we monitor all operations for bribery and corruption risks.

All employees, directors, and anyone acting on EGA's behalf must follow our ethical standards and applicable laws.

Communication and training

Every year in the UAE, and now also in 2025 at EGA Spectro Alloys, all staff, including our Executive Committee members must complete scenario-based Code of Ethics training. We plan to integrate similar training at EGA Leichtmetall in the future. In addition to the annual training, Code of Ethics training must also be completed at the induction for all employees.

The induction training introduces our ethics and business integrity programme, covering issues such as discrimination, harassment, corruption and fraud. It explains the multiple ways to report ethical concerns, how we investigate concerns, and our non-retaliation policy.

Annual Code of Ethics refresher training focuses on different topics each year. In 2025, we reinforced the importance of speaking up about suspected wrongdoing. We also delivered risk-based targeted training on areas including corruption, trade restrictions, and human rights. In the UAE, we celebrated Global Ethics Day to raise further awareness.

In the UAE, we continued induction training for contractor staff to raise awareness of EGA's values and

133 For more information, visit here: Our Policies, Certifications & Publications – EGA Leichtmetall.
134 EGA does not involve itself directly or indirectly with any form of political or electoral activity.
135 Learn more about the EGA Code of Ethics: www.ega.ae/en/about-us/our-policies-and-certifications

Code of Ethics, and encourage reporting of suspected illegal or unethical activity.

At our operations in Germany and the US, our management systems require annual training for all employees on safety, ethics, compliance, behaviour, and the Code of Conduct.

> Embedding ethics into everyday decisions is fundamental to sustainable value creation and our licence to operate. Through strong governance, clear accountability and promoting a trusted speak up culture, we ensure integrity guides how we operate, partner and grow.



Louise Georgina Jenkins
General Counsel - HO Ethics
& Business Integrity, EGA Group

Your Voice

Your Voice is an independently operated reporting line allowing our employees, suppliers, contractors, and others to report possible violations of EGA's Code of Ethics, policies, or applicable laws. Available 24/7 in multiple languages, it is publicised within EGA and appears on our website[136] and supplier declaration.

We encourage people to speak up with any questions or concerns relating to ethics and we have a strict non-retaliation policy. Anyone reporting a concern in good faith is assured of support, regardless of their report's outcome.

8000 021
(UAE toll-free)

1-844-787-0397
(US toll-free)

0800 182 7079
(Germany toll-free)[175]

Your Voice – report line process

Anyone calling to make a report receives a unique code to check their report's status for feedback or questions.

Our dedicated teams reviews the report to determine the best course of action. They may ask further questions during this initial review. When appropriate, the team opens an investigation.

Investigations are handled objectively and confidentially. If not anonymous, the reporter's identity remains confidential and is only shared if necessary to complete the investigation or as otherwise required by law.

A final determination establishes whether the concern is substantiated. Corrective action is decided case by case depending on the seriousness of substantiated facts. It may include disciplinary action, up to and including termination.

136 Available at https://www.ega.ae/en/sustainability/governance

137 This was in place from January 2026.

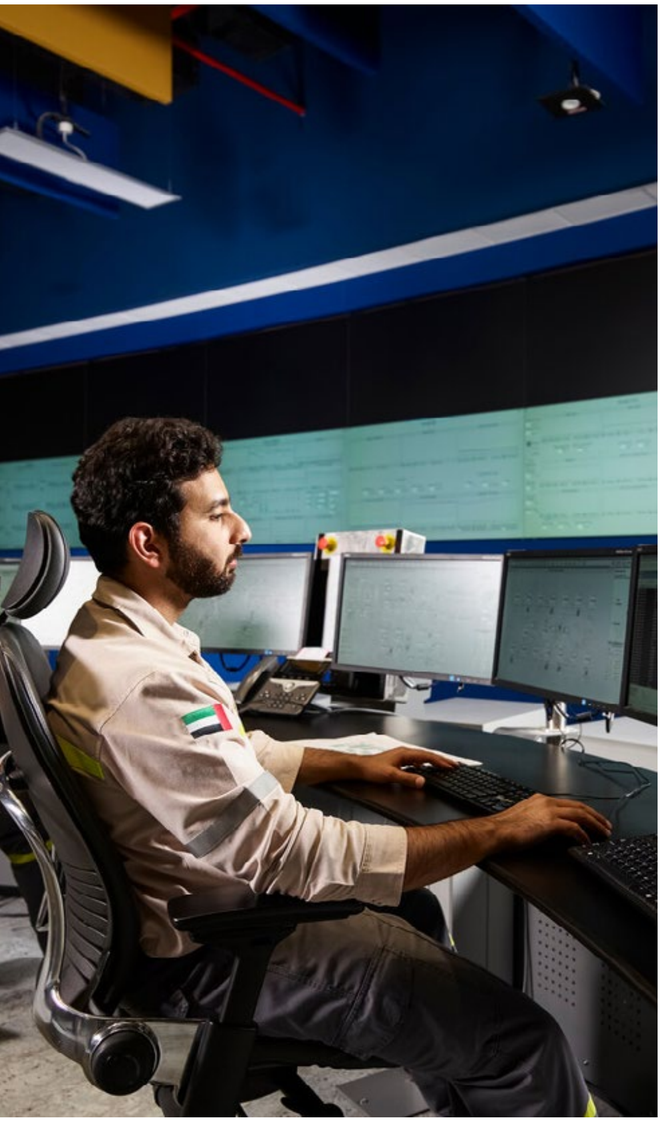
Managing customer complaints

EGA UAE has defined a clear and structured process to ensure that all customer complaints related to our products and services are handled promptly, consistently, and transparently across all UAE operations. Through the internal QMS[138] application, each formal complaint is registered, assigned a unique tracking number and managed using the 8D problem-solving approach.

This governance model ensures immediate acknowledgment to customers, with senior management visibility. In 2025, EGA received zero product-related complaints and three service-related complaints linked to transit damage, two of which were substantiated. All were resolved within nine working days.

138 QMS application is an internal web workflow management application for managing the internal audits and customer complaints across the EGA sites in UAE.





Business integrity performance

Our response to discrimination and harassment

In 2025, across all locations our Ethics & Business Integrity team recorded 33 cases reported under the category ‘lack of respect’, including harassment and discrimination. Investigations substantiated twelve of these cases. Remedial actions for these included counselling and training, as well as formal disciplinary action.

Our response to incidents of corruption

In 2025, our Ethics & Business Integrity team recorded six reports of alleged corruption and/or alleged lack of controls to prevent corruption. Following investigation, four reports were not substantiated. Two cases of corruption, that had been reported under different issue types, were substantiated. The first involved theft by a contractor. The second related to benefits abuse and resulted in the contract termination of two employees.

Fines, judgments, penalties, or sanctions

EGA faced no significant fines, judgments, penalties, or non-monetary sanctions for legal or regulatory non-compliance in 2025. No legal actions, threatened or active, involved anti-competitive behaviour or corruption. We had zero breaches of anti-competitive behaviour, anti-trust, or monopoly legislation.

Meeting international quality standards

Systems aligned with international standards

All EGA facilities in the UAE, EGA Leichtmetall, and EGA Spectro Alloys operations hold ISO 9001:2015 certifications. Our casting operations and its support functions based in the UAE are also certified to IATF 16949:2016 standards.

ISO 9001:2015 is the international standard for quality management systems, ensuring products and services systematically meet customer regulatory requirements and continuous improvement expectations.

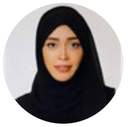
IATF 16949:2016 provides comprehensive guidelines covering the entire automotive product lifecycle, from design and development through manufacturing, installation, and servicing. Certification is required to supply value-added products to automotive supply chain companies. The International Automotive Task Force developed the standard, a group of leading automotive manufacturers including BMW Group, General Motors, Ford, and Volkswagen.

EGA operates accredited laboratories in the UAE following ISO/IEC 17025:2017, demonstrating technical proficiency and precise test data generation. We comply with the European Union's REACH and Restriction of Hazardous Substances (RoHS) regulations, providing material safety data sheets for each product.

In mid-2025, our Jebel Ali operations got certified to the ISO 55001 (Asset Management) standard.

For further details on management systems and international standards for all EGA locations, please visit their websites[139].

> “Certification to international management system standards is not just a symbolic achievement. It is a strategic investment that strengthens EGA’s credibility, competitiveness and long-term sustainability in the global aluminium industry by ensuring strong, practical systems are in place across the organisation. These certifications help embed good governance and provide independent assurance that we operate to globally recognised standards thereby supporting market access, improving how we work, and creating lasting value for the business and our stakeholders.”



Sara Saif AlMehairi
Senior Associate – Quality, UAE

139 For our refining, smelting, and casting operations, visit here; and for recycling operations, visit here, and ISO 14001:2015 Certification | EGA Spectro Alloys.

Customer feedback

EGA's 2024 Sustainability Report included results from EGA's 2024 customer satisfaction survey[140]. The survey identified that 96 per cent of 253 respondents were either satisfied or extremely satisfied with the quality of EGA's products.

As the 2025 Sustainability Report is being published earlier in the year than usual, the 2025 External Customer Satisfaction survey is currently in progress and thereby its results are unavailable for inclusion in this year's report.

EGA remains committed to monitoring customer satisfaction and will publish the 2025 Survey results in the 2026 Sustainability Report.

140 For more information, visit here: EGA 2024 Sustainability Report. The 2024 results were incorrectly disclosed in the 2024 report. This has been corrected here and has no material impact on our activities.



A responsible supply chain

More than 4,200 active suppliers from around the world provide materials, goods, and services to our supply chain. Managing our supply chain effectively is essential for maintaining our business competitiveness.

We also recognise the critical importance of considering and managing ESG factors across our supply chain. Responsible sourcing practices are vital for effective risk management, promoting ethical behaviour, meeting stakeholder expectations, avoiding regulatory penalties, and reducing the potential for supply chain disruptions.

Responsible Sourcing Programme

We are committed to identifying, assessing, and responding to risks in our supply chain, even when we have not directly contributed to potential or actual impacts.

Our Responsible Sourcing Programme for UAE operations has been developed and is maintained in line with international standards, frameworks, and best practice guidelines, including ASI, OECD guidance, and the UN Guiding Principles on Business and Human Rights.

EGA Leichtmetall in Germany maintains its own sourcing management process, tailored to the local context and operations. This process requires new suppliers to sign a declaration form emphasising compliance with legal regulations and EGA Leichtmetall standards. Each supplier also completes an annual compliance monitoring performance review, assessing certifications as well as social and environmental performance. Suppliers failing to meet EGA Leichtmetall's standards must demonstrate measurable improvements to maintain their approved status. All active suppliers to EGA Spectro Alloys operations receive a copy of the Supplier Handbook.

Looking ahead, the EGA Responsible Sourcing team will work with newly acquired businesses to strengthen their responsible sourcing programmes and ensure alignment with EGA's expectations.

> "It's clear to me that the company's commitment to human rights isn't just a policy on paper. It shows up in how we treat one another and the communities we work with. Knowing the company holds itself to high ethical standards makes me proud to be part of this team."



Chris Duffy
Vice President of Marketing, EGA Spectro Alloys

Standards used to develop our Responsible Sourcing Programme

- Aluminium Stewardship Initiative Performance Standard Version 3
- OECD Guidance for Responsible Business Conduct
- UN Guiding Principles on Business and Human Rights
- OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

Responsible Sourcing Standard and policies

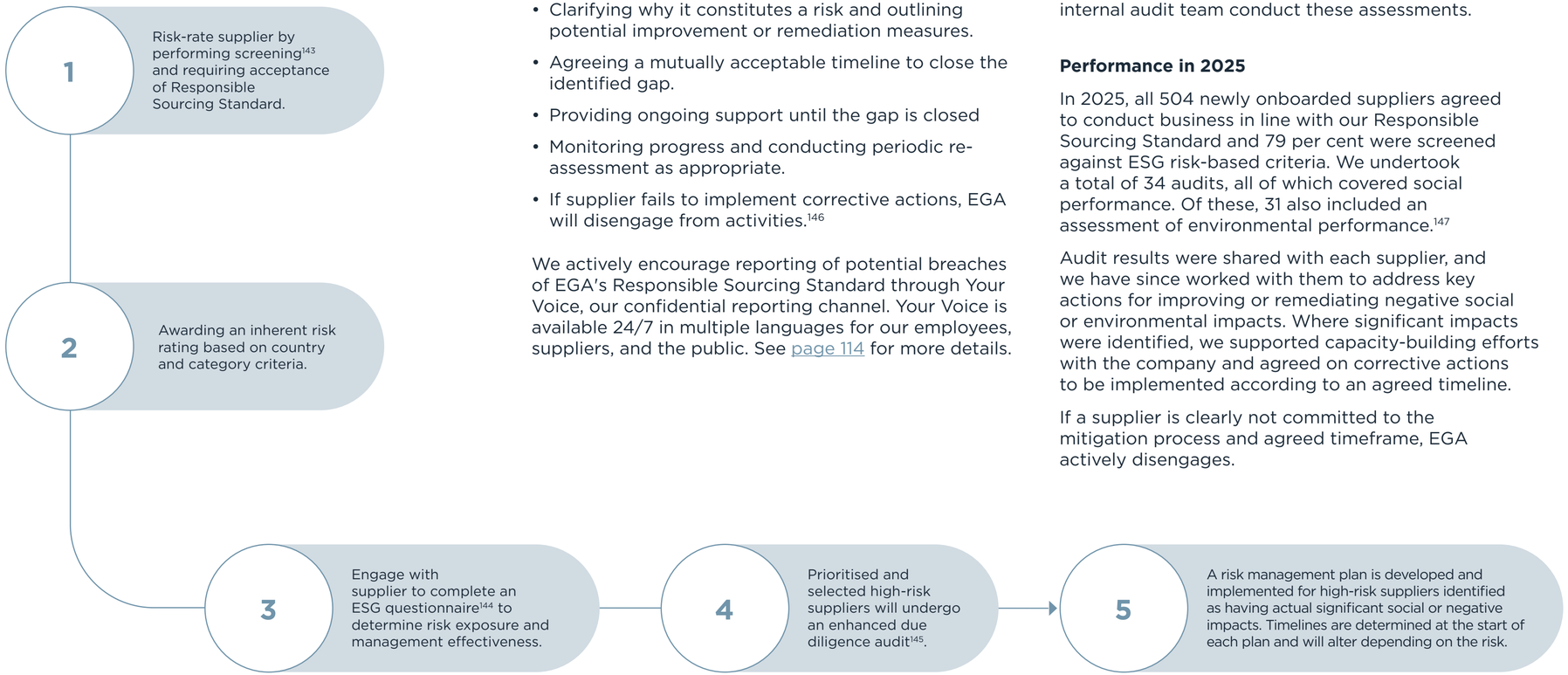
Our commitment to responsible sourcing is underlined by our core policies[141] and a standalone Responsible Sourcing Standard[142]. These requirements apply to our suppliers and we expect them to be cascaded through every tier of the supply chain, standardising the commitments we expect from all suppliers on areas including human rights, environmental performance, conflict-free minerals, health and safety, anti-corruption and bribery, harassment, discrimination, and worker welfare.

We only partner with suppliers who understand and commit to doing business in line with our Responsible Sourcing Standard. During onboarding, we communicate these provisions, which then become contractual obligations with EGA.

Our suppliers must pass these requirements to their own supply chain partners, who in turn must communicate and enforce them further downstream.

All existing EGA suppliers have been screened against ESG risk-based criteria, with deeper due diligence conducted based on risk level.

Supplier ESG risk-based due diligence process



Monitoring and enforcing compliance

If significant actual impacts are identified during due diligence, we implement a mitigation process involving:

- Discussing identified risk(s) with the supplier.
- Clarifying why it constitutes a risk and outlining potential improvement or remediation measures.
- Agreeing a mutually acceptable timeline to close the identified gap.
- Providing ongoing support until the gap is closed
- Monitoring progress and conducting periodic re-assessment as appropriate.
- If supplier fails to implement corrective actions, EGA will disengage from activities.[146]

We actively encourage reporting of potential breaches of EGA's Responsible Sourcing Standard through Your Voice, our confidential reporting channel. Your Voice is available 24/7 in multiple languages for our employees, suppliers, and the public. See page 114 for more details.

Evaluating the programme

Our Responsible Sourcing Programme undergoes continual scrutiny through internal and external evaluations. Certification bodies, sustainability rating agencies, lenders, customers, and EGA's own internal audit team conduct these assessments.

Performance in 2025

In 2025, all 504 newly onboarded suppliers agreed to conduct business in line with our Responsible Sourcing Standard and 79 per cent were screened against ESG risk-based criteria. We undertook a total of 34 audits, all of which covered social performance. Of these, 31 also included an assessment of environmental performance.[147]

Audit results were shared with each supplier, and we have since worked with them to address key actions for improving or remediating negative social or environmental impacts. Where significant impacts were identified, we supported capacity-building efforts with the company and agreed on corrective actions to be implemented according to an agreed timeline.

If a supplier is clearly not committed to the mitigation process and agreed timeframe, EGA actively disengages.

141 For more information, visit here: Our policies and certifications

142 For more information, visit here: Governance

143 Initial screening focuses on key areas such as explicit sanctions (e.g. investment and travel bans), embargoes, presentation of criminal activities, politically exposed persons, and sanctions-related violations.

144 From December 2023, supplier questionnaires are managed through EcoVadis, a globally recognised platform that provides sustainability ratings based on environmental, social, and ethical performance.

145 The majority of high-risk supplier audits are performed by an external third-party auditor. Ad-hoc audits are also conducted in response to issues raised by stakeholders or identified through our internal assessments. Some sections of these audits are completed by EGA, including our Responsible Sourcing and Quality teams.

146 EGA will only disengage as a last resort when there has been reasonable time provided to the supplier to undertake remediation measures and the supplier has demonstrated insufficient evidence of commitment to remediation.

147 The other 3 were worker providers where environmental performance was not applicable.

Of the high-risk suppliers audited in 2025

Social aspect



We identified 16 suppliers with significant* actual negative social impacts.

The main issues involved poor workers' accommodation, holding personal documents, and problems with recruitment fees.

These suppliers have all agreed to improvements or action plans to tackle the negative social impacts within the agreed timeframe.

Environmental aspect



No suppliers were identified as having significant* actual negative environmental impacts.

* Finding that significantly affects the protection, health, safety, welfare, security, rights or the dignity of any worker and that requires immediate action. Finding that could lead to risk of life or abuses to human rights of employees.

In 2024, we focused specifically on local contractors and their accommodation. In 2025, we broadened our approach across the supply chain, working one-on-one with 34 key suppliers from different areas to identify their ESG credentials and opportunities for improvement.

Throughout 2025, we worked steadily with suppliers to make those improvements, tackling issues ranging from developing their recruitment processes and enhancing worker benefits to ensuring adequate fire safety systems were put in place.

In 2026, we plan to introduce a Green Procurement Policy, in addition to other measures, to continue to elevate ESG as a pillar of the procurement process.

We additionally aim to launch an aluminium sector collaboration, the Responsible Aluminium Alliance powered by EcoVadis, that we have been developing since 2025. This initiative brings together four of the world's leading aluminium companies, Alcoa Corporation, Norsk Hydro, Speira and EGA, with a shared vision to drive progress in the aluminium value chain and advance responsible sourcing. By working together, we aim to raise sustainability standards across the aluminium supply chain and deliver lasting benefits for industry, communities, and the environment.

Recycling, scrap suppliers

Since commissioning our new recycling facility in 2026, we have established a robust procurement strategy for scrap material. Often the suppliers are smaller establishments with informal practices. This elevates potential ESG risk, particularly regarding environmental practices, supply chain transparency and unsafe/unethical working conditions. EGA therefore recognises and categorises scrap segment as high risk and has a bespoke due diligence program in place for scrap suppliers. This program is designed to assess, mentor, and support suppliers in upgrading their standards, driving positive change within the supply chain. While the transition to formalised, sustainable sourcing takes time, EGA remains committed to continuous, long-term improvement in the months and years ahead.

> In a landscape of geopolitical tensions, economic pressures and rapid evolution of regulation, sourcing responsibility is not without its challenges, however it remains integral to how we operate. Real change that sustains, requires time, commitment, and consistent pursuit, until ‘change’ becomes the new norm.



Emma Tooley
Senior Manager - ESG Supply Chain, UAE





Local procurement

At EGA, we recognise how procuring goods and services locally can contribute to prosperity in the countries where we operate and strengthen our supply chain resilience, competitiveness and sustainability. We aspire to double our absolute contribution to GDP in countries where we operate by 2040.

We define local suppliers as those headquartered in, and wholly or partially owned and controlled by, one or more individuals with a substantial connection to communities where we operate. We identify our significant locations as the UAE, Germany, and the United States, where our operated assets are located.

Our procurement strategy prioritises two main goals:

- Maximise use of local supply chains
- Nurture their growth and resilience over time.

We achieve this through strategic supply chain policies, partnerships, supplier training programmes, and local business development opportunities with focused attention on raw materials and original equipment manufacturers (OEMs).

Procurement: refining, smelting, and casting

We participate in the UAE National In-Country Value (ICV) Programme, a government initiative which aims to boost economic performance and support local industries by redirecting larger portions of public spending into the national economy.

In 2025, our UAE local procurement reached AED 8.14 billion ($2.22 billion), representing 42 per cent of our local procurement budget. This matches the percentage in 2024.

HIGHLIGHT

UAE National In-Country Value (ICV) Programme

The National ICV Programme promotes local companies and introduces their products to the market, helping to localise value chains and strengthen the UAE's industrial independence.

At EGA, we have developed a clear strategic plan to implement ICV, maximising our local procurement and achieving objectives such as:

- UAE GDP growth
- Emiratisation
- Technology adoption
- Strategic supply chain.

Clear tendering and procurement policies and procedures support this strategy:

- We incorporate suppliers' ICV scores into the awarding model
- We have made continuous improvements to evaluation and awarding criteria to maximise local value creation.

We also encourage our suppliers and partners to establish production and manufacturing facilities within the UAE, a move which will contribute to local industrial growth and a more sustainable supply chain.

CASE STUDY

Advancing local production and sustainability through the UAE anode manufacturing plant[148]

In December 2025, EGA and global anode producer Sunstone announced the planned construction of a new anode manufacturing plant in the UAE, with work scheduled to begin in 2026. This landmark project, developed through a joint venture in which EGA holds a 45 per cent share and Sunstone holds 55 per cent, will feature an annual production capacity of 300,000 tonnes of anodes, essential components used in the aluminium smelting process.

Aligned with the UAE's Make it in the Emirates and Operation 300bn industrial growth strategies, the facility will significantly reduce EGA's reliance on imported anodes, strengthen local supply chain resilience, and position the UAE as one of the few countries globally capable of exporting anodes. First production is expected as early as 2028.

This initiative supports EGA's sustainability approach by strengthening domestic manufacturing capacity, boosting local procurement, and contributing to economic diversification. By investing approximately $ 300 million (in proportion to its shareholding) alongside Sunstone, EGA is advancing sustainable industrial development while reinforcing long-term operational security and its contribution to national economic goals.

148 For more information, visit here: EGA and Sunstone to begin construction of anode manufacturing plant in UAE in 2026

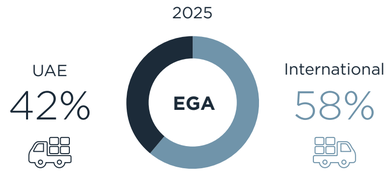
> Strengthening local industry through the UAE's In-Country Value program allows us to build a supply chain that is not only more sustainable, but also more resilient, competitive, and aligned with the UAE's long-term economic vision. This strategy will be adopted by our global operations as we are expanding into other countries. Our goal is to ensure local communities are prospering around our world class assets.



Thomas Holte
Senior Director General Procurement, UAE

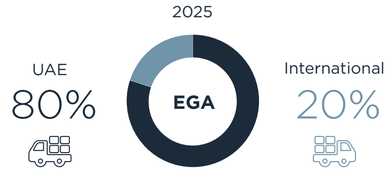


Percentage of the procurement budget spent in the UAE



	2022	2023	2024
UAE	39%	42%	42%
International	61%	58%	58%

Payments made to suppliers (%) (excluding major raw materials) in the UAE



	2022	2023	2024
UAE	69%	75%	60%
International	31%	25%	40%

Procurement: recycling

EGA Leichtmetall

Local procurement at EGA Leichtmetall involves spending a relevant share of the procurement budget on local or regional suppliers, with aluminium scrap sourced primarily at national level and within Europe, and primary aluminium mainly sourced through international supply chains due to limited local availability.

Suppliers for maintenance, technical services, spare parts, operating materials, logistics, and other site-related services are engaged locally or within Europe wherever possible.

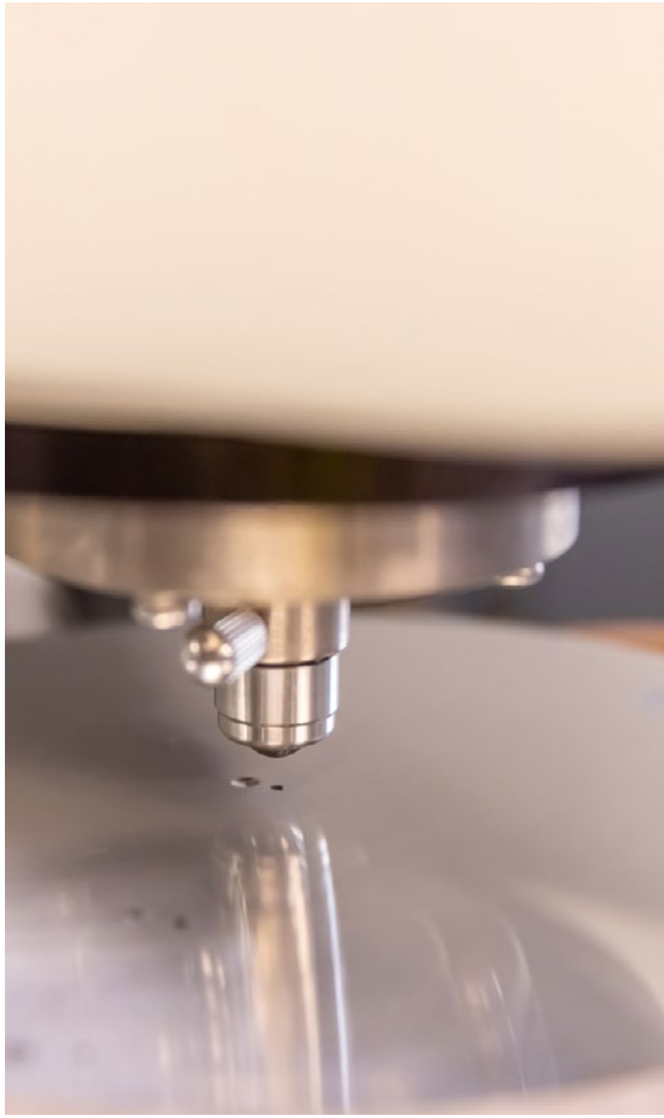
EGA Spectro Alloys

In 2025, EGA Spectro Alloys was a nominee for "Business of the Year" from the Dakota County Regional Chamber of Commerce. We were proud to stand alongside some exceptional local businesses as a nominee for Large Business of the Year.

> In our organisation, responsibility is personal. With a team of around 70 colleagues, we build trusted relationships and expect the same respect for human rights and values from our partners.



Harm Lange
Prokurist & Chief Financial Officer, Germany, EGA Leichtmetall



Continuous improvement and Centre of Excellence

Continuous improvement has long underpinned EGA's global competitiveness and we put our people's expertise at the centre of this, inviting employees to share their ideas.

We have built a system that encourages and rewards innovative thinking across all levels of our organisation. This includes two continuous improvement programmes: the Suggestion Scheme and the Tamayaz programme (Tamayaz is an Arabic word meaning 'to differentiate or distinguish oneself').

Our Technology Development and Transfer Department tackles breakthrough technological innovation, and a dedicated team of in-house Lean Six Sigma specialists support various business functions in finding opportunities to boost overall performance.

EGA innovation journey

1. **Suggestion Scheme:** UAE-based employees at our refining, smelting, and casting operations are encouraged to share innovative ideas with the potential to improve current systems and processes, promoting productivity, safety, wellbeing, and cost savings.
2. **Tamayaz:** Our UAE teams are also invited to come up with new or improved ways of working that can help solve complex problems, generate savings or create a more efficient work environment.
3. **Research and development in technology:** Exploring breakthrough technological innovations.



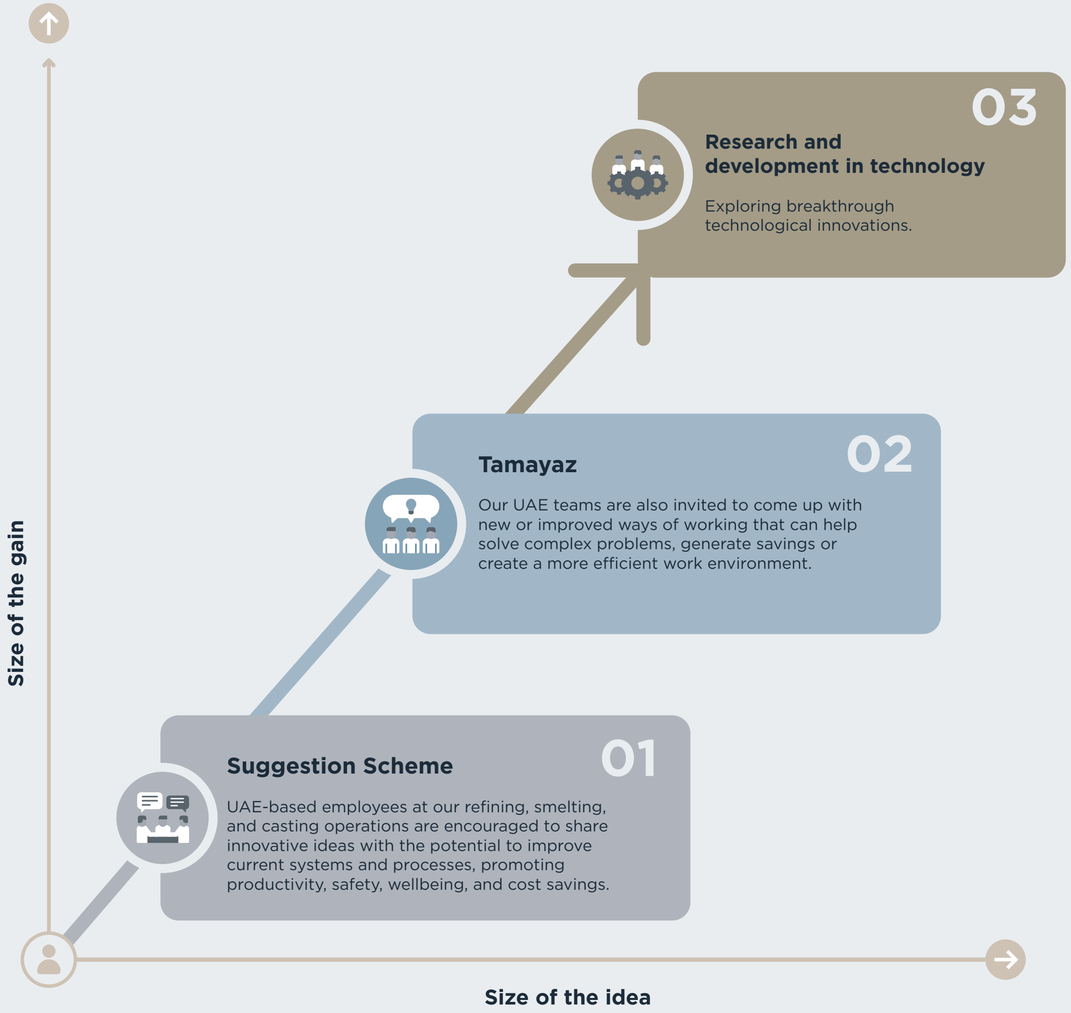
EGA's Suggestion Scheme

Since its launch in 1981, EGA's Suggestion Scheme has become part of how we work in the UAE. More than 670,000 suggestions have been submitted by employees over the decades, touching every part of the business.

The scheme operates as a reward-and-recognition programme, giving our people encouragement and empowerment to bring forward their ideas, whether for small tweaks or large-scale improvements.

The numbers tell the story of sustained engagement. In 2025, approximately 80 per cent of non-supervisory EGA employees in the UAE participated in the Suggestion Scheme. Their contributions helped achieve cost savings while strengthening our health, safety, and environmental performance.

EGA saved more than AED 32.6 million ($8.9 million), an 80 per cent increase from 2024. This was due to four key suggestions being implemented, which led to total savings of AED 13 million ($3.5 million).





CASE STUDY

Agitator assembly

Key raw materials such as alumina and coke arrive at our UAE facilities via cargo ships. The agitator assembly in our ship unloader plays a vital role in offloading these materials before they are conveyed offshore and stored in our designated silos, but material getting into the agitator assembly was frequently causing this important piece of equipment to fail.

Our Port Operations and Maintenance team identified that loose seals were to blame. They came up with a simple but effective solution: install a seal bracket to hold the seal in position and prevent material from penetrating the agitator assembly.

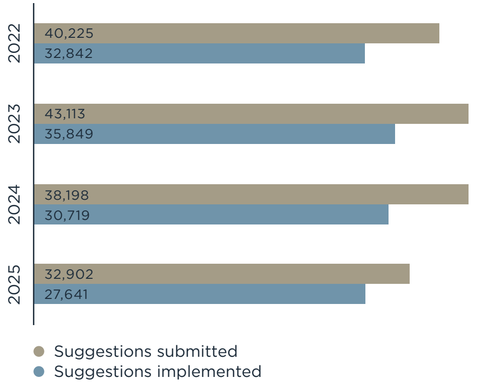
Implemented in 2025, this smart suggestion helped reduce breakdowns from 11 times per year to zero. It also generated recurring savings of AED 17,000 per year and improved equipment reliability and availability, positively impacting employee health and safety.

> At EGA, our Suggestion Scheme has been a stable element in our organisational culture where every voice matters. This initiative empowers employees across to drive continuous improvement and innovation, strengthening our shared commitment to excellence for a sustainable future.



Amal Kazim
General Superintendent Innovation, UAE

Suggestions submitted and implemented in the UAE





CASE STUDY

Celebrating innovation[149]

We recognised 50 employees at EGA's Rashid Awards in 2025, celebrating their contributions to innovation and continuous improvement across the business.

The awards went to employees whose ideas have delivered tangible improvements through our Suggestion Scheme and Tamayaz programme across safety, cost optimisation, environment, and operational efficiency.

During 2025, close to 80 per cent of employees participated in our Suggestion Scheme and Tamayaz programme, contributing ideas that were implemented to improve operations and deliver significant savings for the business.

149 For more information, visit here: EGA celebrates innovation and continuous improvement at 2025 Rashid Awards



Tamayaz programme

Our Tamayaz programme, meaning 'to differentiate or distinguish oneself' in Arabic, rewards and recognises UAE-based employees for sharing their ideas for continuous improvement.

Running since 2016, Tamayaz invites mid-level managers and their teams to find potential solutions to complex problems through structured, scientific methodology, coached by our in-house lean manufacturing experts.

In 2025, the programme generated savings of about AED 30.8 million ($8.4 million). The decrease compared with 2024 is due to exceptionally high one-off savings recorded in the previous year.

> In the Tamayaz programme, employees share ideas freely and see them implemented, creating massive wins for morale, engagement soars, and innovation becomes everyone's job, not just a few leaders' privilege.



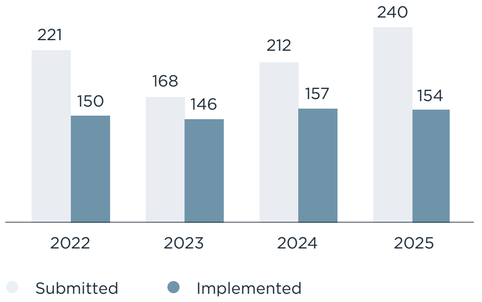
Ibrahim Al Hatemi
Senior Superintendent - Sheet Casthouse, UAE

> Through Tamayaz, we transform everyday challenges into strategic opportunities, embedding lean thinking, delivering measurable impact, and empowering our people to drive continuous improvement while building a culture where excellence is sustained across the organisation.

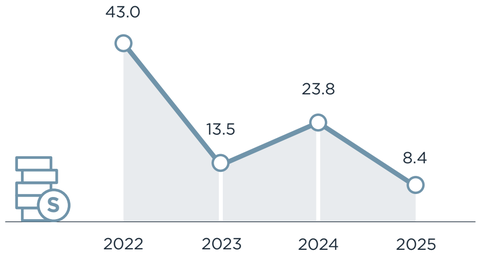


Mahrah Abdulla Ibrahim Ali AlMutawa
Senior Engineer - Quality & Lean, UAE

Tamayaz projects submitted and implemented in the UAE



Tamayaz projects audited financial saving ($ million) in the UAE



Centre of Excellence

EGA's Centre of Excellence Team sits within our Technology Development and Transfer department, conducting extensive research into practical challenges across our operations. Their focus is on implementing employee-driven solutions that improve internal processes, minimise environmental impact, and reduce costs.

The team manages our intellectual property portfolio. To date, we have filed 47 patents related to reduction technology, casthouses, bauxite residue, and power plants. In 2025, we filed two new patents and eight applications to existing patent families.

Since 1985, we have submitted more than 292 research papers to international aluminium committees and conferences. In 2025 alone, we published 23 papers and presented three technical papers at the Minerals, Metals & Materials Society and the International Committee for Study of Bauxite, Alumina & Aluminium (ICSOBA) annual conference.

EGA's Knowledge Hub demonstrates our commitment to continuous learning, giving employees full and unlimited access to an extensive digital library containing books, magazines, technical articles, and journal papers.

Collaboration with academic institutions

The Centre of Excellence Team also explores innovation beyond EGA's own operations, through strong partnerships with academic institutions in the UAE and internationally.

This includes:

- Khalifa University
- American University of Sharjah
- Rochester Institute of Technology
- Abu Dhabi University
- American University in Dubai
- Emirates University
- University of Auckland
- University of New South Wales
- Massachusetts Institute of Technology (MIT)

We work closely with universities through our EGA Ambassador Programme to bridge the gap between academic studies and practical industry experience. Via engagement on new research topics, knowledge exchange sessions, project sponsorships, and competitions, students are exposed to real industrial challenges, experience critical thinking, and contribute to engineering solutions for EGA.

Through the EGA Ambassador Programme, we collaborate with universities to provide students with practical industry experience. They get a taste of life at EGA by engaging with our latest research projects, knowledge exchange sessions and competitions, and getting exposed to real industrial challenges where they can contribute to engineering solutions with critical thinking and teamwork.



CASE STUDY

Research initiatives

In 2025, we launched a number of research programmes to improve processes, operations and efficiency across EGA. The following examples demonstrate how we are using analysis, innovation and emerging technology to achieve sustainable success.

High Temperature Materials Lab at Khalifa University campus

EGA is partnering with Khalifa University, Mubadala and Strata to develop a High Temperature Materials Lab for the university. As part of the collaboration, we are procuring specialised equipment for precise high-temperature materials testing and expect to be able to deliver this equipment by mid-2026.

The facility addresses a clear need. Currently, UAE-based industries and researchers have to send materials overseas for testing, adding costs and delays. The new lab will change this, supporting the material testing needs of EGA, other local industries, and researchers while enabling advanced research and development.

For EGA specifically, the lab will support validation of our reduction pot models and R&D efforts on characterising materials at high temperatures. More broadly, it supports the Make it in the Emirates initiative by building national capability in advanced materials testing.

Waste heat recovery research project

In another joint initiative between EGA, Mubadala, Strata and Khalifa University, we have launched an advanced R&D project to explore solutions for recovering and utilising waste heat.

It is a move that will help to reduce emissions, improve plant productivity, enhance energy efficiency and support the UAE's sustainability goals including the national priority of achieving net zero emissions by 2050. The programme will also contribute to the development of UAE talent.

Hosting MIT Station 2026

We plan to host eight PhD and Masters students from MIT at EGA for eight weeks in 2026, as part of our annual MIT Station initiative. The scholars will work closely with our teams across various areas of the business on six research projects.

The programme brings the latest academic thinking into EGA's operations, enriches staff knowledge, and involves operations teams in research projects with talented young researchers from MIT. Several research projects from previous MIT Stations have already been implemented, generating annual savings.

2026 will mark the ninth year of the partnership, which launched in 2015 and has taken place every year except for 2020, 2021 and 2025.



CASE STUDY

Pioneering next-gen aluminium production[150]

In June 2025, we began producing aluminium at pilot reduction cells for EX, our next generation smelting technology. The pilot at Al Taweelah represents more than incremental improvement; it is a proving ground for the most advanced Industry 4.0 capabilities in the global aluminium industry.

EX has been designed to produce more aluminium using less energy per tonne with lower emissions. The technology is expected to reduce greenhouse gas emissions per tonne by around 5 per cent for the more productive variant and around 12 per cent for the lower energy variant, compared to our already highly efficient DX+ Ultra technology.

What makes this pilot distinctive is the integration of digital tech. We are deploying all existing Industry 4.0 use cases alongside new state-of-the-art capabilities centred on artificial intelligence and advanced data analytics. This positions EX as the foundation for future low-carbon primary aluminium production growth at EGA and strengthens our role as the smelting technology provider of choice for the global industry.

The work builds on significant digital transformation momentum. Since launching our Industry 4.0 programme in 2021, we have implemented over 80 use cases generating around $100 million in financial impact while improving safety, sustainability, cost competitiveness, agility and flexibility.

We have developed our own smelting technology in the UAE for over 35 years, using it in every expansion since the 1990s and retrofitting all older production lines. We were also the first UAE industrial company to license our core process technology internationally, to Aluminium Bahrain in 2016.

In January 2025, EGA became the first industrial company in the UAE and the first aluminium company globally to be designated an Industry 4.0 lighthouse by the World Economic Forum, recognising our leadership in applying advanced technologies at scale.

150 For more information, visit here: EGA begins production with its next-generation smart smelting technology – advancing the future of efficient and sustainable aluminium

05 Appendices

Independent assurance statement ↗

GRI content index ↗

ASI content index ↗

ESG data tables ↗



Independent assurance statement



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Add value. Inspire trust.

Project No. – QES-1225-200
Reference No. – RPT-SR-VER-2026-003

Independent Limited Assurance Statement of Emirates Global Aluminium (EGA) on the Annual Sustainability Report for the Reporting Year 2025

Introduction and Engagement

Emirates Global Aluminium (EGA) has developed its Sustainability Report (SR) which highlights their Environmental, Social & Governance (ESG) Performance and the progress they are making towards a sustainable future. The SR Report is in accordance with the Global Reporting Initiative (GRI) Standards. The report also aligns with the Aluminium Stewardship Initiative (ASI) Performance Standard Guidance.

TÜV SÜD South Asia Pvt. Ltd. (TÜV SÜD) has been engaged by the EGA to conduct and provide independent Limited assurance on the Sustainability performances and parameters on selected non-financial sustainability disclosures in the Sustainability Report as described in the scope, boundary, characteristics and limitations.

The EGA's Responsibility

EGA is responsible for the preparation of the Sustainability Report (SR) and maintaining effective internal control over the data and information disclosed (as per GRI Standards). This responsibility includes the design, implementation, and maintenance of internal controls relevant to the preparation of the SR Report that is free from material misstatement, due to manual/human error.

EGA is responsible for ensuring that its business operations and activities comply with the applicable regulatory requirements. The report and disclosures have been approved by and remain the responsibility of the EGA.

TÜV SÜD's Responsibility

TÜV SÜD, in performing assurance work, is responsible for carrying out an assurance engagement and to provide independent limited assurance on the non-financial information of the SR as described in the Scope & Boundary of Assurance' section below and in accordance with our contract with the EGA. The assurance statement, however, represents TÜV SÜD's independent opinion and is intended to inform all stakeholders, including EGA.

Assurance Standard and Criteria

- We applied the criteria of 'Limited' Assurance for non-financial information of the SR Report with respect to the year ended December 31st, 2025.
- We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) – Assurance Engagements Other Than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board.
- We plan and perform our procedures to obtain a meaningful level of assurance about whether the Sustainability Report complies with GRI Standards in all material respects, as the basis for our Limited assurance conclusion.
- We have also had regard to the International Standard on Sustainability Assurance 5000 (ISSA 5000) – General Requirements for Sustainability Assurance Engagements, issued by the International Auditing and Assurance Standards Board, as part of an early adoption initiative in advance of its mandatory effective date of December 15th, 2026.

Scope and Boundary of Assurance

The material topics' boundaries include entities within EGA's direct control. These include direct employees, owned assets, EGA's facilities

Reg. No.: HRB2727452 TAN No.: KLKT03887 Sugam (GSTN): 29AHDTV6912R1ZR Vishwakarma (EETR): 27AHDTV6912R1ZR (TAN No.) LR-ZZZZ99-999999

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Topic	GRI Indicators / Double Materiality Topic	Disclosure Topic	Requirements	Data Disclosure			Unit of Data
				'UAE	'Germany	'USA	
Environmental	Effluent Management	303-2 – Management of water discharge-related impacts	Withdrawal				
			Discharge				
			To sea				
			To other receiving water bodies[1]	5,844,856	11.5	0	Mega Liters
		303-3 – Water withdrawal					
		303-4 – Water discharge					
		303-5 – Water consumption	NA	370,961	11.2	13.2	Mega Liters
	GRI 306 – Waste Management	306-3 – Waste Generated	Hazardous	104,227	999.9	6,963.2	tonne
			Non-Hazardous	42,850	10.5	12,352.7	tonne
		306-4 – Waste Diverted from Disposal	Hazardous (Recycling)[2]	105,361	460.1	6,947.5	tonne
			Non-Hazardous (Recycling)[2]	28,152	129.0	1,726.9	tonne
		306-5 – Waste Directed to Disposal	Total Hazardous & incineration without energy recovery/ b. Landfilling[2]	181, 103,	40.9	8.3	tonne
			Total Non-Hazardous & incineration with energy recovery/ b. Landfilling[2]	2,521	24.6	10.3, 10,314.5,	tonne
	GRI 308 – Supplier Environmental Assessment	308-2 – Negative Environmental Impacts in the Supply Chain and Actions Taken	Number of suppliers assessed for environmental impacts (high risk supplier)	31	NA	NA	number
			Number of suppliers identified as having significant actual and potential negative environmental impacts	6	NA	NA	number
			Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	6	NA	NA	%
			Percentage of	0	NA	NA	%

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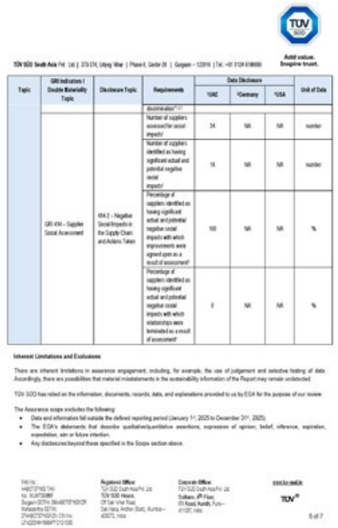
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Topic	GRI Indicators / Double Materiality Topic	Disclosure Topic	Requirements	Data Disclosure			Unit of Data
				'UAE	'Germany	'USA	
			discrimination[3]				
	GRI 414 – Supplier Social Assessment	414-2 – Negative Social Impacts in the Supply Chain and Actions Taken	Number of suppliers assessed for social impacts	34	NA	NA	number
			Number of suppliers identified as having significant actual and potential negative social impacts	16	NA	NA	number
			Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	100	NA	NA	%
			Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment	0	NA	NA	%

Inherent Limitations and Exclusions

There are inherent limitations in assurance engagement, including, for example, the use of judgement and selective testing of data. Accordingly, there are possibilities that material misstatements in the sustainability information of the Report may remain undetected.

TÜV SÜD has relied on the information, documents, records, data, and explanations provided to us by EGA for the purpose of our review.

The Assurance scope excludes the following:

- Data and information that outside the defined reporting period (January 1st, 2025 to December 31st, 2025).
- The EGA's statements that describe qualitative/quantitative assertions, expressions of opinion, belief, inference, aspiration, expectation, aim or future intention.
- Any disclosures beyond those specified in the Scope section above.

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Reliability: The selected materiality-related data and information were verified by the assurance team and found appropriate. Minor inaccuracies in the data identified during the verification process were found to be attributable to transcription and interpretation errors and these errors were corrected immediately. Therefore, in accordance with the ISAE 3000 (Revised) and GRI Standards (along with an early adoption of ISSA 5000) assurance engagement, TÜV SÜD concludes that the selected materiality-related data, parameters, information, and indicators presented in the Report are reliable and acceptable.

Impact: We observed and assessed that EGA has well-defined procedures to routinely monitor and measure their sustainability impact, and they have skilled subject matter experts who are driving sustainability effectively and efficiently.

Consistency and comparability: The information in the Report is presented in a consistent and comprehensive method. Thus, the principle of consistency and comparability is satisfactory.

During verification we did not come across any such instances or issues where we found anything which has an impact on the ecosystem and well as the neighboring infrastructure. In our view, the Report meets the requirements.

Our statements do not extend to any disclosures or assertions relating to future performance plans and/or strategies disclosed in the Report.

Our Independence, Ethical Requirements, and Quality Control

Our team comprises subject matter experts of multidisciplinary professionals, have complied with independence policies of TÜV SÜD, which addresses the requirements of the ISAE 3000 (Revised) and ISSA 5000 in the role as independent Verifier. TÜV SÜD states its independence and impartiality and confirms that there is "no conflict of interest" regarding this assurance engagement. In the reporting year, TÜV SÜD did not work with EGA on any engagement that could compromise the independence or impartiality of our findings, conclusions, and recommendations. TÜV SÜD was not involved in the preparation of any content or data included in the Report, except for this assurance statement.

TÜV SÜD maintains complete impartiality towards any individuals interviewed during the assurance engagement. We have complied with the relevant applicable requirements of the International Standard on Quality Control ("ISQC"), Quality.

Statement of Independence, Impartiality and Competence

TÜV SÜD South Asia Pvt. Ltd is an independent professional services Company that specializes in Health, Safety, Social and Environmental & Sustainability services including assurance with over 150 years history is providing these services.
No member of the assurance team has a business relationship with EGA, its directors or managers beyond that of verification and assurance of sustainability data and reporting. We have conducted this assurance independently and we believe there has been no conflict of interest.

TÜV SÜD has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

Attestation,

Dr. Ashish Rawat
Technical Reviewer
TÜV SÜD South Asia Pvt. Ltd.
Date: 14-05-2026

Reg. No.: HRB2727452 TAN No.: KLKT03887 Sugam (GSTN): 29AHDTV6912R1ZR Vishwakarma (EETR): 27AHDTV6912R1ZR (TAN No.) LR-ZZZZ99-999999

Registered Office: TÜV SÜD South Asia Pvt. Ltd. TÜV SÜD House, Off Saki Vihar Road, Sakinaka, Andheri (East), Mumbai - 400072, India

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in UAE, Germany, and USA. For certain topics, reporting boundaries take into consideration EGA's indirect influence over entities with which EGA has business relationships such as contractors, suppliers, customers and vendors for different business activities and operations.

We have assured the sustainability indicators of SR, pertaining to EGA's non-financial performance for the period January 1st, 2025 through December 31st, 2025.
Our assurance engagement covered the operations and activities of EGA for the following requirements:

- Verifying conformance with EGA's reporting methodologies
- Evaluating the accuracy and reliability of data for the selected indicators

Verification of non-financial sustainability performance data, based on our professional judgement, was conducted by multidisciplinary team including assurance practitioners, engineers, environmental & social experts of TÜV SÜD in the month of March 2026, in line with the principle of materiality. In addition, selected parameters of sustainability performance data of EGA SR were verified virtually through desktop verification.

Assurance Methodology

We conducted a review and verification of data collection, collation and calculation methodologies, and a general review of the logic of inclusion/exclusion of relevant information/data in the Report. Our review process included:

- Verification of the content as well as context and application of the Report content, and principles as mentioned in the Global Reporting Initiative (GRI) Standards, and the quality of information presented in the Report over the reporting period.
- Interacted and interviewed with the departmental heads and concerned personnel, internal stakeholders at corporate teams to understand the process for collecting, collating, and reporting as per Assurance Engagements (ISAE) 3000 (Revised) and GRI Standards, along with early adoption of ISSA 5000.
- Review of the sustainability initiatives, practices, as ground establishment, implementation, maintenance, and performance described in the Report.
- Review of data collection and management procedures, and related internal controls.
- Assessment of the reporting mechanism and consistency with the reporting criteria.
- Review of appropriateness of various assumptions, estimators and thresholds used by EGA for data analysis.
- Execution of an audit trail of claims and data streams, to determine the level of accuracy in collection, transcription, and aggregation.
- Reviewing & confirming that the calculation criteria have been appropriately applied in line with the procedures outlined in the criteria and review procedures to support the logicality of the data & information incorporated.
- Assessment of the applicability and appropriateness of the data collection, quantification and data management incorporated in the SR Report.
- Verification of the fact that no material distortion has been done at any stage.
- Confirmation of the fulfilment Assurance Engagements (ISAE) 3000 (Revised) and GRI Standards, as well as an early adoption of ISSA 5000.

Our Assurance engagement covers the aspects of sustainability performance disclosures demonstrated and presented by EGA in the SR (as per GRI Standards) report as mentioned below.

The SR scope of assurance covers the select non-financial sustainability disclosures based on reference criteria, as mentioned in the following table Disclosure:

Topic	GRI Indicators / Double Materiality Topic	Disclosure Topic	Requirements	Data Disclosure			Unit of Data
				'UAE	'Germany	'USA	
	GRI 303 – Water and	303-3 – Water	Sources[1]	5,844,911	22.6	13.2	Mega Liters

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Topic	GRI Indicators / Double Materiality Topic	Disclosure Topic	Requirements	Data Disclosure			Unit of Data
				'UAE	'Germany	'USA	
			suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment				
Social	GRI 403 – Occupational Health and Safety	403-9 – Work-Related Injuries	Working hours[4]	21,261,562	94,421	332,469	hours
			Recordable work-related injuries[4]	26	1	15	number
			Total Recordable Injury Frequency Rate (TRIFR)[4]	1.22	10.59	44.98	number
			Lost Time Injury[4]	4	0	2	number
			Lost Time Injury Frequency Rate (LTIFR)[4]	0.19	0	6.00	number
			Fatalities[4]	0	0	0	number
			High-consequence work-related injuries (excluding fatalities)[4]	0	0	0	number
		403-10 – Work-Related Ill Health	Recordable work-related ill health[4]	0	0	0	number
			Fatalities as a result of work-related ill health[4]	0	0	0	number
			Occupational Disease Rate (ODR)[4]	0.95	0	0	number
			Heat-related illness cases[4]	1	NA	NA	number
	GRI 406 – Non-Discrimination	406-1 – Incidents of Discrimination and Corrective Actions Taken	Total recorded cases of 'lack of respect, including harassment and discrimination'[3]		33		number
			Total substantiated cases of 'lack of respect, including harassment and		12		number

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Our Responsibility

Our responsibility is to express a limited assurance opinion on the Identified SR Information based on the procedures we have performed and the evidence we have obtained on the annual SR Report set out in the subject matter paragraph, as disclosed in the report, as per the principles of the ISAE 3000 (Revised) and GRI Standards requirement, as well as early adoption of ISSA 5000 Standard for double-materiality assessment requirement, and based on the procedures we have performed and the evidence we have obtained.
The procedures we performed were based on our professional judgment and included inquiries, observation of process followed, inspection of documents, analytical procedures, evaluating appropriateness of quantification methods, agreeing, or reconciling with underlying data, etc.
The data is verified on a sample basis, the responsibility for the authenticity of data lies with the reporting organization. Reporting Organization is responsible for archiving the collated data for a reasonable period.

Our Observations

The sustainability disclosures of EGA, as defined under the scope and boundary of assurance, are reliable, valid and the EGA has appropriately consolidated data from different sources at the central level. EGA has made considerable efforts to ensure consistency of data for this Report, however, continued improvement in the robustness of data collection and validation processes at the primary stakeholder level is recommended to further strengthen future reporting cycles.

Our above observations, however, do not effect our conclusion regarding the Report.

Conclusion

Based on the scope of this assurance engagement, the key indicators and leadership indicators, sustainability performance indicators reported in this SR, we conclude that this report provides a fair and factful representation of the material topics, related strategies, and meets the overall content and quality requirements.
TÜV SÜD has evaluated the requirement in context of requirements of the ISAE 3000 (Revised) and GRI Standards, along with early adoption of ISSA 5000 Standard. Based on the methodology/processes we have adopted and performed, no deviations have been observed, that causes us to believe that the information subject to the limited assurance engagement was not prepared in line with the requirement. We found that the information and data provided in all the sections and principles are consistent and adequate with regards to the reporting criteria.

Our conclusions are outlined below:

Governance, leadership and supervision: The top management's commitment, business model promoting inclusive growth, action and strategies, focus on services, risk management, protection and restoration of environment, and priorities are represented adequately.

Stakeholder Inclusiveness: We have not identified any discrepancies in this aspect. Internal and external Stakeholder identification and engagement is carried out by EGA on a periodic basis to bring out key stakeholder concerns as material aspects of significant stakeholders.

Materiality: The materiality assessment process has been carried out, based on the requirements of Assurance Engagements (ISAE) 3000 (Revised) and GRI Standards, along with early adoption of ISSA 5000, considering aspects that are internal and external to EGA's context of the organization. EGA has conducted double materiality assessments during the reporting period.

Responsiveness: We believe that the responses to the material aspects are defined and captured in the Report, in our view, the Report meets the requirements.

Completeness: The Report has fairly disclosed the general and specific standard disclosures including the Disclosure on Management Approach, monitoring systems and sustainability performance indicators as prescribed in the standards in accordance with the requirement. In our view the Report meets the requirements.

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GRI content index

GRI standard/ other source	Disclosure	Page number	Requirement(s) omitted	Reason	Explanation	GRI sector standard reference no.
GRI 2: General Disclosures 2021						
GRI 2: General Disclosures 2021	2-1 Organisational details	9 - 13				
	2-2 Entities included in the organisation's sustainability reporting	9 - 13	Disclosure 2-2 b.	b. Confidentiality constraints	b. Given EGA is privately held, audited consolidated financial statements or financial information is not filed on public record. The approach for consolidating and disclosing information is consistent across EGA's operations.	
	2-3 Reporting period, frequency and contact point	4, 27	Disclosure 2-3 b.	b. Confidentiality constraints	Given EGA is privately held, audited consolidated financial statements or financial information is not filed on public record.	
	2-4 Restatements of information	51, 94				
	2-5 External assurance	33, 127				
	2-6 Activities, value chain, and other business relationships	4 - 32, 117 - 118				
	2-7 Employees	88 - 101, 147 - 154	Disclosure 2-7 b. iii.	Not applicable	EGA does not employ non-guaranteed hours employees.	
	2-8 Workers who are not employees	88 - 101, 147 -154				
	2-9 Governance structure and composition	103 - 109, Our Leadership				
	2-10 Nomination and selection of the highest governance body	-	Disclosure 2-10 a. & b.	Confidentiality constraints	Given that EGA is privately held, what is discussed by the Board in their meetings and in their review of EGA's business matters is considered confidential.	
	2-11 Chair of the highest governance body	103 - 109, Our Leadership	Disclosure 2-11 b.	Not applicable	The chair of EGA is not a senior executive.	
	2-12 Role of the highest governance body in overseeing the management of impacts	103 - 109, Our Leadership				
	2-13 Delegation of responsibility for managing impacts	103 - 109, Our Leadership				

GRI standard/ other source	Disclosure	Page number	Requirement(s) omitted	Reason	Explanation	GRI sector standard reference no.
GRI 2: General Disclosures 2021						
	2-14 Role of the highest governance body in sustainability reporting	28 - 32, 106 -108				
	2-15 Conflicts of interest	103 - 109, Our Leadership	Disclosure 2-15 b. ii, iii, iv.		Future improvement	
	2-16 Communication of critical concerns	114	Disclosure 2-16 b.	Confidentiality constraints	b. Due to their confidential nature, the specifics of the Board's discussions during meetings and their review of EGA's business matters are not disclosed. The Board collaborates closely with EGA's management to maintain open and constructive communication, address raised issues, and take necessary actions as needed.	
	2-17 Collective knowledge of the highest governance body	103 - 109, Our Leadership				
	2-18 Evaluation of the performance of the highest governance body	103 - 109, Our Leadership	Disclosure 2-18 c.	Confidentiality constraints	Given that EGA is privately held, what is discussed by the Board and in their review of EGA's business matters is considered confidential.	
	2-19 Remuneration policies	90 - 91				
	2-20 Process to determine remuneration	90 - 91				
	2-21 Annual total compensation ratio	-	Disclosure 2-21	Confidentiality constraints	EGA considers this information linked to pay as confidential.	
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	5 - 7				
	2-23 Policy commitments	67 - 68, 88 - 90, 94 - 97, 113 - 114, 116 - 117, Code of Ethics, Responsible Sourcing Policy			Policy commitments are available on our public website: here.	
	2-24 Embedding policy commitments	67 - 68, 88 - 90, 94 - 97, 113 - 114, 116 - 117				
	2-25 Processes to remediate negative impacts	113 - 118, Code of Ethics				
	2-26 Mechanisms for seeking advice and raising concerns	113 - 118, Code of Ethics				
	2-27 Compliance with laws and regulations	36 - 40, 51 - 52, 53 - 54, 60, 91, 113 - 118				
	2-28 Membership associations	17, 23 - 26				
	2-29 Approach to stakeholder engagement	28 - 32				
	2-30 Collective bargaining agreements	85 - 95				

GRI standard/ other source	Disclosure	Page number	Requirement(s) omitted	Reason	Explanation	GRI sector standard reference no.
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	28 - 30				
	3-2 List of material topics	30 - 32				
Climate change adaptation, mitigation and transition						
GRI 3: Material Topics 2021	3-3 Management of material topics	41 - 45, 110 - 112				
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	110 - 112				
	102-2 Climate change adaptation plan	110 - 112				
	102-3 Just transition	110 - 112				
	102-4 GHG emissions reduction targets and progress	19 - 22				
	102-5 Scope 1 GHG emissions	41 - 45				
	102-6 Scope 2 GHG emissions	41 - 45				
	102-7 Scope 3 GHG emissions	41 - 45				
	102-8 GHG emissions intensity	41 - 45				
	102-9 GHG removals in the value chain	-	Disclosure 102-9	Information unavailable	This is currently not part of EGA's sustainability strategy.	
	102-10 Carbon credits	-	Disclosure 102-10	Not applicable	EGA does not purchase carbon credits.	
GRI 103: Energy 2025	103-1 Energy policies and commitments	41 - 50				
	103-2 Energy consumption and self-generation within the organisation	46 - 50				
	103-3 Upstream and downstream energy consumption	46 - 50				
	103-4 Energy intensity	46 - 50				
	103-5 Reduction in energy consumption	46 - 50				

GRI standard/ other source	Disclosure	Page number	Requirement(s) omitted	Reason	Explanation	GRI sector standard reference no.
Air quality						
GRI 3: Material Topics 2021	3-3 Management of material topics	38 - 40				14.3.1
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting subtsances (ODS)	-	Disclosure 305-6	Not applicable	ODS emissions are not disclosed as they are not used in core aluminium production processes and any residual sources are negligible and considered non-material.	
	305-7 Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	38 - 40				14.3.2
Water management						
GRI 3: Material Topics 2021	3-3 Management of material topics	51 - 52				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	51 - 52				
	303-2 Management of water discharge-related impacts	51 - 52				
	303-3 Water withdrawal	51 - 52				
	303-4 Water discharge	51 - 52				
	303-5 Water consumption	51 - 52				

GRI standard/ other source	Disclosure	Page number	Requirement(s) omitted	Reason	Explanation	GRI sector standard reference no.
Nature conservation and biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	62 - 65				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	62 - 64				
	101-2 Management of biodiversity impacts	62 - 64				
	101-3 Access and benefit-sharing	62 - 64				
	101-4 Identification of biodiversity impacts	62 - 64				
	101-5 Locations with biodiversity impacts	62 - 64				
	101-6 Direct drivers of biodiversity loss	62 - 64				
	101-7 Changes to the state of biodiversity	62 - 64				
	101-8 Ecosystem services	62 - 64				
Resource circularity and waste management						
GRI 3: Material Topics 2021	3-3 Management of material topics	53 - 61				14.5.1
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	53 - 61				14.5.2
	306-2 Management of significant waste-related impacts	53 - 61				14.5.3
	306-3 Waste generated	53 - 61				14.5.4
	306-4 Waste diverted from disposal	53 - 61				14.5.5
	306-5 Waste directed to disposal	53 - 61				14.5.6
GRI 301: Materials 2016	301-1 Materials used by weight or volume	13, 19 - 21, 25, 53 - 61				
	301-2 Recycled input materials used	13, 19 - 21, 25, 53 - 61				
	301-3 Reclaimed products and their packaging materials	13, 19 - 21, 25, 53 - 61				

GRI standard/ other source	Disclosure	Page number	Requirement(s) omitted	Reason	Explanation	GRI sector standard reference no.
Health, safety, & wellbeing						
GRI 3: Material Topics 2021	3-3 Management of material topics	67 - 68, 103 - 108				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	67 - 78				14.16.2
	403-2 Hazard identification, risk assessment, and incident investigation	67 - 78				14.16.3
	403-3 Occupational health services	67 - 78				14.16.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	67 - 78, 121 - 125				14.16.5
	403-5 Worker training on occupational health and safety	67 - 78				14.16.6
	403-6 Promotion of worker health	67 - 78				14.16.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	67 - 78				14.16.8
	403-8 Workers covered by an occupational health and safety management system	67 - 78				14.16.9
	403-9 Work-related injuries	67 - 78				14.16.10
	403-10 Work-related ill health	67 - 78				14.16.11
Employment practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	88 - 92				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	151 - 152				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	88 - 92				
	401-3 Parental leave	88 - 92				

GRI standard/ other source	Disclosure	Page number	Requirement(s) omitted	Reason	Explanation	GRI sector standard reference no.
Employee development						
GRI 3: Material Topics 2021	3-3 Management of material topics	88 - 101				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	154				
	404-2 Programs for upgrading employee skills and transition assistance programs	88 - 101				
	404-3 Percentage of employees receiving regular performance and career development reviews	88 - 101				
Labour practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	79 - 101, 113 - 117				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	113 - 117				14.21.7
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	88 - 93	Disclosure 407-1	Not applicable for UAE operations	Freedom of association is not formally recognised under UAE labour law; however, EGA is committed to fostering an open and inclusive working environment, ensuring that employees across all operations have access to appropriate channels to raise concerns and voice their perspectives.	14.20.2
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	113 - 117	Disclosure 408-1	Not applicable	No instances of child labour were identified or reported across EGA's operations or value chain.	14.18.2
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	116 - 119				14.19.2
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	87, 113 - 114				14.14.2
GRI 402: Labour/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	88 - 93				14.17.1

GRI standard/ other source	Disclosure	Page number	Requirement(s) omitted	Reason	Explanation	GRI sector standard reference no.
Community engagement						
GRI 3: Material Topics 2021	3-3 Management of material topics	79 - 80				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	79 - 87				14.10.2
	413-2 Operations with significant actual and potential negative impacts on local communities	79 - 87				14.10.3
Diversity, equity, and inclusion						
GRI 3: Material Topics 2021	3-3 Management of material topics	94 - 96				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	153 - 154				
	405-2 Ratio of basic salary and remuneration of women to men	-	Disclosure 405-1	Confidentiality constraint	EGA considers information linked to pay as confidential.	
ESG transparency and disclosure						
GRI 3: Material Topics 2021	3-3 Management of material topics	97 - 111				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	67 - 78				14.22.2
	205-2 Communication and training about anti-corruption policies and procedures	67 - 78, 99, 113 - 115				14.22.3
	205-3 Confirmed incidents of corruption and actions taken	113 - 115				14.22.4
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	113 - 115				

Responsible sourcing					
GRI 3: Material Topics 2021	3-3 Management of material topics	116 - 120			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	-	Disclosure 202-1	Confidentiality constraint	EGA considers information linked to pay as confidential.
	202-2 Proportion of senior management hired from the local community	97			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	119 - 120			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	116 - 118			
	308-2 Negative environmental impacts in the supply chain and actions taken	116 - 118			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	116 - 118			
	414-2 Negative social impacts in the supply chain and actions taken	116 - 118			

ASI content index

Criteria Number	Public Disclosure	Reference
1.3 (b)	Publicly disclose the latest Code of Conduct or similar instrument	https://www.ega.ae/en/sustainability/governance
2.4 (b)	Publicly disclose the latest version of the responsible sourcing policy	https://www.ega.ae/en/sustainability/governance
2.5 (g)	Publicly disclose the environmental and social impact assessments, and the latest active version of the environmental and social impact management plan	https://www.ega.ae/en/about-us/our-disclosures
2.6 (h)	Publicly disclose the human rights impact assessment and the human rights impact management plan	Page 94 https://www.ega.ae/en/about-us/our-disclosures
2.7 (f)	Publicly disclose the latest version of the emergency response plans	https://www.ega.ae/en/about-us/our-disclosures
3.1 (a)	Publicly disclose governance approach to environmental social and economic impacts	Page 1–125
3.1 (b)	Publicly disclose material environmental social and economic impacts	Page 28–32
3.2	Publicly disclose information on an annual basis on material fines, judgments, penalties and non-monetary sanctions for failure to comply with applicable law	Page 36–37, 115
3.3 (b)	Publicly disclose payments to governments building on existing audit and assurance systems	Page 27
3.3 (c)	Publicly disclose the value and beneficiaries of financial and in-kind political contributions, whether made directly or through an intermediary, on an annual basis or building on existing audit and assurance systems	Page 113
3.4 (f)	Publicly disclose the latest version of the complaints resolution mechanism	Page 114
4.1 (c)	Ensure public access to life cycle assessment information	https://www.ega.ae/en/about-us/our-policies-and-certifications

Criteria Number	Public Disclosure	Reference
4.4 (c)	Publicly disclose the latest version of the recycling strategy	Page 53–61
5.1 (a)	Publicly disclose energy use and GHG emissions by source on an annual basis	Page 41–50
5.3 (e)	Publicly disclose: i. The latest version of the GHG emissions reduction pathway ii. The latest version of the GHG emissions reduction plan. iii. Progress against the GHG emissions reduction plan on an annual basis.	Page 19–22, 41–43 https://www.ega.ae/en/about-us/our-disclosures
6.1 (a)	Publicly disclose material emissions to air from its activities and, where possible, from those within its area of influence on an annual basis	Page 38–43
6.1 (f)	Publicly disclose latest version of the air emissions management plan	https://www.ega.ae/en/about-us/our-disclosures
6.2 (a)	Publicly disclose material discharges to water from its activities and, where possible, from those within its area of influence on an annual basis	Page 51–52
6.2 (g)	Publicly disclose latest version of the water discharge management plan	https://www.ega.ae/en/about-us/our-disclosures
6.3 (g)	Publicly disclose spills and leakages related management plan	https://www.ega.ae/en/about-us/our-disclosures
6.4 (b)	Publicly disclose impact assessments of material spills and leakages, root causes and remediation actions taken on an annual basis	Not applicable
6.5 (a)	Publicly disclose hazardous and non-hazardous waste data	Page 53–61
7.1 (a)	Publicly disclose water withdrawal and use by source and type on an annual basis	Page 51–52

Criteria Number	Public Disclosure	Reference
7.2 (e)	Publicly disclose the latest version of the water management plan	https://www.ega.ae/en/about-us/our-disclosures
8.2 (g)	Publicly disclose the latest version of the biodiversity action plan and associated targets and share with affected populations and organisations	https://www.ega.ae/en/about-us/our-disclosures
8.6 (d)	Publicly disclose the protected area related management plans in a manner accessible and understood by affected populations and organisations	Not applicable
9.1 (a)	Publicly disclose human rights policy commitment	https://www.ega.ae/en/about-us/our-policies-and-certifications
9.2 (e)	Publicly disclose the effectiveness of the measures taken to promote gender equity on an annual basis	Page 6, 81, 85, 86, 94-96, 103 https://www.ega.ae/en/opportunity/driving-diversity
9.3 (g)	Publicly disclose the latest versions of the policies and processes related to Indigenous Peoples	Not applicable
9.6 (f)	Publicly disclose the latest version of the resettlement action plan, including the number of people impacted.	Not applicable
9.6 (i)	Publicly disclose the free, prior and informed consent, where relevant and obtained or not obtained.	Not applicable
9.7 (g)	Publicly disclose the latest version of the community impact management plan	Not publicly disclosed
10.3 (c)	Publicly disclose annual modern slavery statement	https://www.ega.ae/en/about-us/our-disclosures
10.6 (e)	Publicly disclose the latest version of the policy (the workplace violence and harassment policy)	https://www.ega.ae/en/sustainability/governance
11.1 (e)	Publicly disclose OH&S management system effectiveness	Page 67–78

ESG data tables

Safeguarding the environment

Protecting air quality

NO_X emissions from power plant operations [151] [155] — **UAE**

Year	Total NO_X emissions (thousand tonnes)	NO_X emissions intensity (kg/MWh of power from power plant)
2022	8.2	0.2
2023	8.2	0.2
2024	8.7	0.2
2025	8.8	0.2

SO_2 emissions from anode production and smelting operations [152] [153] [155] — **UAE**

Year	Total SO_2 emissions (thousand tonnes)	SO_2 emissions intensity (kg/t Al)
2022	30.7	11.6
2023	30.2	11.4
2024	30.6	11.3
2025	32.5	12.1

Total fluoride emissions from smelting operations [154] [155] — **UAE**

Year	Total fluoride emissions (tonnes)	Fluoride emissions intensity (kg/t Al)
2022	844	0.32
2023	904	0.34
2024	964	0.36
2025	930	0.35

Total PM emissions [155] — **UAE**

Year	Total fluoride emissions (thousand tonnes)
2022	2.25
2023	2.32
2024	2.37
2025	2.49

151 Emissions data are direct continuous readings (CEMS) from analysers. The total NO_X emissions depend predominantly on electricity generation to meet the requirements for aluminium production.
152 Emissions data are continuous readings (CEMS) from analysers, manual sampling or manual balance estimations.
153 Al Taweelah alumina refinery reported 19.25 tonnes of SO_2 emissions. Total 2024 SO_2 emissions for UAE operations were 32,452 tonnes.
154 Emissions data are derived from direct readings from a site analyser, laboratory analysis of manual stack sampling, and/or mass balance estimations. For previous reports, historic data has been derived using quarterly averages, data presented herein uses monthly averages. This change in reporting method has had no material impact.
155 Air quality data for EGA's UAE, German and US operations have undergone external assurance by DNV. For more information, visit here

NO_x emissions from recycling operations[155]	**Germany**	**United States**
Year	Total NO_x emissions (tonnes)	Total NO_x emissions (tonnes)
2024	2.94	-
2025	1.46	35.8

Total PM emissions from recycling operations [155]	**Germany**	**United States**
Year	Total PM emissions (tonnes)	Total PM emissions (tonnes)
2024	0.60	-
2025	0.53	2.06

SO_x emissions from recycling operations [155]	**United States**
Year	Total SO_x emissions (tonnes)
2025	0.86

Greenhouse gas emissions

Total direct (scope 1) emissions in refining, smelting, and casting (tCO_2e) [156] [158]	UAE
Year	
2022	21,120,167
2023	21,412,603
2024	22,128,184
2025	21,007,616

GHG emissions intensity for our metal (scope 1 and 2) (tCO_2e/t Al) [157] [158]	UAE
Year	
2022	7.58
2023	7.50
2024	7.57
2025	7.36

Total indirect (scope 2) emissions in refining, smelting, and casting (tCO_2e) [158]	UAE
Year	Market-based
2022	0
2023	0
2024	0
2025	0

PFC emissions intensity in refining, smelting, and casting (tCO_2/t Al)[158]	UAE
Year	
2022	0.067
2023	0.036
2024	0.060
2025	0.038

Total indirect (scope 3) emissions in refining, smelting, and casting (tCO_2e)[158]			UAE	
Category 1	Category 3	Category 4	Category 9	Category 10
6,285,191	1,296,833	301,245	209,224	1,943,236

156 GWP for CO_2, CH_4, and N_2O are based on the IPCC Sixth assessment report, 2021. Standards used for estimation are GHG Protocol (revised edition) developed by WRI and WBCSD, the IAI addendum developed for the aluminium sector by the International Aluminium Institute (IAI, 2006) and the IPCC Guidelines

157 GHG emissions intensity is calculated based on hot metal production, in line with the IAI methodology, and not on casted metal volumes. As defined by the IAI, primary aluminium refers to aluminium tapped from electrolysis cells or pots during the electrolytic reduction of metallurgical alumina, excluding alloying additions and recycled aluminium. For more information, visit: Primary Aluminim Production - International Aluminium Institute

Total direct (scope 1) emissions in recycling (tCO_2e) [158]	Germany	United States
Year		
2024	2,669	-
2025	2,844	25,057

Total indirect (scope 2) emissions in recycling (tCO_2e)[158]	Germany	United States
Year	Location-based	Location-based
2024	5,212	-
2025	4,860	4,101

158 GHG emissions data for EGA's UAE, German and US operations have undergone external assurance by DNV. For more information, visit here157

157 GHG emissions data for EGA's UAE, German and US operations have undergone external assurance by DNV. For more information, visit here

GHG emissions data for EGA's UAE, German and US operations have undergone external assurance by DNV. For more information, visit here.

Conserving our energy

Energy consumption from non-renewables in refining, smelting, and casting (Thousand GJ)	UAE
Year	Total
2022	341,000
2023	339,330
2024	344,146
2025	346,778

Energy consumption from non-renewable resources in recycling (Thousand GJ)	Germany	United States
Year	Total	
2024	99.17	-
2025	91.54	454.82

Smelting and casting energy intensity (GJ/t Al)	UAE
Year	
2022	115.1
2023	113.7
2024	114.5
2025	119.6

Recycling energy intensity (GJ/t Al)	Germany	United States
Year	Total	
2024	5.08	-
2025	4.94	6.97

Water management

Water withdrawal and discharge in refining, smelting, and casting (Thousand megalitres)	UAE	
Year	Water withdrawal from the sea	Water discharged to the sea
2022	6,116	5,654
2023	5,941	5,459
2024	6,173	5,694
2025	5,945	5,665

Water consumption in refining, smelting, and casting (Megalitres)	UAE
Year	
2022	461,509
2023	482,854
2024	478,551
2025	279,961

Water withdrawal and discharge in recycling (Megalitres)	Germany	
Year	Water withdrawal	Water discharged
2024	26.7	12.9
2025	22.6	11.5

Water withdrawal and discharge in recycling (Megalitres)	United States	
Year	Water withdrawal	Water discharged
2025	13.2	0.00

Water consumption in recycling (Megalitres)	Germany	United States
Year		
2024	13.9	-
2025	11.2	13.2

Resource circularity and waste management

Hazardous waste and its disposal in refining, smelting, and casting (Thousand tonnes) [159] [160] [161]

UAE

Year	Total waste generated	Incineration	Recycled	Landfilled	Total stockpiled volume	Total waste diverted from disposal	Total waste directed to disposal
2022	89.2	-	178.0	0.2	120.8	178.0	0.2
2023	101.8	-	153.9	1.0	84.6	153.9	1.0
2024	114.5	-	312.9	0.5	21.2	312.8	0.7
2025	104.2	0.2	105.4	0.1	22.2	105.4	0.3

Non-hazardous waste and its disposal in refining, smelting, and casting (Thousand tonnes) [161]

UAE

Year	Total waste generated	Incineration	Recycled	Landfilled	Total stockpiled volume	Total waste diverted from disposal	Total waste directed to disposal
2022	56.3	-	27.3	10.0	33.9	27.3	10.0
2023	29.1	-	40.6	12.1	4.3	40.6	12.1
2024	36.0	-	32.9	8.8	5.3	32.9	8.8
2025	42.4	0.0	28.2	2.5	18.2	28.2	2.5

159 Total stockpiled includes the cumulative total of waste stored on-site in-year as well as from previous years.

160 Weights are determined through the use of site-based industrial scales, with the exception of odd-shaped, non-bulk waste, which are estimated by volume.

161 In 2025, we improved our waste classification further in line with GRI requirements.

Hazardous waste management in recycling (tonnes) [161] **Germany**

Year	Total waste generated	Incineration	Recycled	Landfilled	Total stockpiled volume	Total waste diverted from disposal	Total waste directed to disposal
2024	611.3	-	566.0	45.0	45.0	566.0	45.0
2025	508.9	0.0	468.1	40.8	0	468.1	40.8

Non-hazardous waste management in recycling (tonnes) [161] **Germany**

Year	Total waste generated	Incineration	Recycled	Landfilled	Total stockpiled volume	Total waste diverted from disposal	Total waste directed to disposal
2024	153.6	-	109.6	43.9	0.0	109.6	43.9
2025	153.6	0.0	129.0	24.6	0.0	129.0	24.6

Hazardous waste management in recycling (tonnes) **United States**

Year	Total waste generated	Incineration	Recycled	Landfilled	Total stockpiled volume	Total waste diverted from disposal	Total waste directed to disposal
2025	6,955.2	0.0	6,947.5	8.3	0.0	6,947.5	8.3

Non-hazardous waste management in recycling (tonnes) **United States**

Year	Total waste generated	Incineration	Recycled	Landfilled	Total stockpiled volume	Total waste diverted from disposal	Total waste directed to disposal
2025	12,053.7	10.2	1,720.9	10,324.8	0.0	1,720.9	10,335.0

Social responsibility

Total number of attendees at safety courses in refining, smelting, and casting	UAE		Germany		United States	
Year	Employees	All contractors	Employees	All contractors	Employees	All contractors
2025	11,843	27,706	58	0	223	1

Total working hours (thousands)	UAE			Germany			United States		
Year	Employees	Directly supervised contractors	UAE Total	Employees	All contractors	Germany Total	Employees	All contractors	United States Total
2022	15,094	4,467	19,561	-	-	-	-	-	-
2023	15,630	3,451	19,082	-	-	-	-	-	-
2024	15,665	4,327	19,992	92,071	0	92,071	-	-	-
2025	18,363	2,989	21,352	94,421	0	94,421	333,469	0	333,469

Total recordable injuries (TRI) [162]	UAE			Germany			United States		
Year	Employees	Directly supervised contractors	UAE Total	Employees	All contractors	Germany Total	Employees	All contractors	United States Total
2022	20	5	25	-	-	-	-	-	-
2023	14	9	23	-	-	-	-	-	-
2024	12	9	21	1	0	1	-	-	-
2025	16	10	26	1	0	1	15	0	15

162 Total recordable injuries is the sum of all work-related injuries and illnesses during the reporting period and includes any fatalities, lost time cases, medical treatments or incidents leading to restricted work activities.

Lost time injuries (LTI) [163]	UAE			Germany			United States		
Year	Employees	Directly supervised contractors	UAE Total	Employees	All contractors	Germany Total	Employees	All contractors	United States Total
2022	1	1	2	-	-	-	-	-	-
2023	1	0	1	-	-	-	-	-	-
2024	1	1	2	1	0	1	-	-	-
2025	3	1	4	0	0	0	2	0	2

Lost time injury frequency rate (LTIFR)	UAE			Germany			United States		
Year	Employees	Directly supervised contractors	UAE Total	Employees	All contractors	Germany Total	Employees	All contractors	United States Total
2022	0.07	0.22	0.10	-	-	-	-	-	-
2023	0.06	0.00	0.05	-	-	-	-	-	-
2024	0.06	0.23	0.10	10.86	0.00	10.86	-	-	-
2025	0.16	0.33	0.19	0.00	0.00	0.00	2.00	0.00	6.00

163 Lost time injuries is the sum of all work-related injuries or illness that result in an affected individual temporarily being unable to perform any regular job or restricted work activity on a subsequent scheduled workday or shift.
164 Total recordable injury frequency rate is the total number of recordable injuries per million hours worked during the reporting period.

Heat related illness cases	UAE		Germany		United States	
Year	Employees	Directly supervised contractors	Employees	Directly supervised contractors	Employees	Directly supervised contractors
2022	0	0	-	-	-	-
2023	0	0	-	-	-	-
2024	0	0	-	-	-	-
2025	1	0	-	-	-	-

Occupational disease rate (ODR)	UAE		Germany		United States	
Year	Employees	Directly supervised contractors	Employees	Directly supervised contractors	Employees	Directly supervised contractors
2022	0.00	0.00	-	-	-	-
2023	0.00	0.00	-	-	-	-
2024	0.00	0.00	0.00	0.00	-	-
2025	0.05	0.00	0.00	0.00	0.00	0.00

Supporting local recruitment	UAE		
Year	Nationals	Expatriate Employees	Total Staff
2022	1,249	5,451	6,700
2023	1,241	5,506	6,747
2024	1,334	5,697	7,031
2025	1,442	5,726	7,168

Total number of employees [165] and type of employment by gender [166] and by region	UAE				Germany		United States
Year	2022	2023	2024	2025	2024	2025	2025
Total employees	**6,700**	**6,747**	**7,031**	**7,168**	**65**	**66**	**181**
Male	6,230	6,223	6,358	6,305	57	57	174
Female	470	524	673	863	8	9	7
Permanent employees	**6,581**	**6,621**	**6,919**	**7,029**	**65**	**66**	**181**
Male	6,169	6,148	6,298	6,212	57	57	174
Female	412	473	621	817	8	9	7
Temporary employees	**119**	**126**	**112**	**139**	**-**	**0**	**0**
Male	61	75	60	93	0	0	0
Female	58	51	52	46	0	0	0
Full-time employees	**6,700**	**6,747**	**7,031**	**7,168**	**62**	**65**	**7**
Male	6,230	6,223	6,358	6,305	57	57	0
Female	470	524	673	863	5	8	7
Workers who are not employees [167]	1,070	1,100	1,463				

165 All employment statistics are calculated based on the number of FTE's as of Dec 31st 2025. The exception being the attrition rate which is calculated based on the sum of total FTE's for each month of the year, divided by 12.

166 EGA does not employ non-guaranteed hours employees.

167 This refer to workers who are not employees and whose work is controlled by EGA. In the UAE, directly supervised contractors predominantly perform tasks such as maintenance and testing of equipment, control of conveyors, landscaping, and operation of forklifts. EGA and the contracted organisations have a framework agreement with specified terms which cover services, payments, confidentiality, accommodation, and safety. Contractors in Guinea predominantly perform tasks such as port operations, mining activities, maintenance, construction activities.

New employee hires and employee turnover	UAE				Germany		United States
Year	2022	2023	2024	2025	2024	2025	2025
New employees hired (By Number)							
Male	430	360	542	342	6		111
Female	121	77	190	236	1	1	4
Age group							
Up to 29	311	228	390	328	1	2	54
30-49	243	201	336	241	5	4	55
50 & above	10	8	6	9	1	0	13
New employees hired (By Rate)							
Male	78%	82%	74%	59%	86%	83%	97%
Female	28%	18%	26%	41%	14%	17%	3%
Age group							
Up to 29	55%	52%	53%	57%	14%	33%	44%
30-49	43%	46%	46%	42%	72%	67%	45%
50 & above	2%	2%	1%	1%	14%	0%	11%
Employee turnover (By Number)							
Male	360	367	322	410	7	5	73
Female	22	24	41	48	0	1	3
Age group							
Up to 29	86	104	81	2	0	0	29
30-49	209	213	211	423	5	3	40
50 & above	87	74	71	33	2	3	9

New employee hires and employee turnover	UAE				Germany		United States
Year	2022	2023	2024	2025	2024	2025	2025
Employee turnover (By Rate)							
Male	94%	94%	89%	89%	100%	83%	96%
Female	6%	6%	11%	11%	0%	17%	4%
Age group							
Up to 29	23%	27%	22%	22%	0%	0%	37%
30-49	55%	54%	58%	58%	71%	50%	51%
50 & above	23%	19%	20%	20%	29%	50%	12%
Attrition rate (%)							
Total	5.86	5.90	5.16	5.16	10.77	9.09	0.4
Male	5.87	5.90	5.06	5.06	12.28	8.77	62.4
Female	5.75	5.00	6.09	6.09	0.00	12.5	60.0
Age group							
Up to 29	11.57	12.30	6.59	6.59	0.00	0	53.7
30-49	4.42	4.50	4.35	4.35	7.69	50	72.7
50 & above	8.31	6.90	7.48	7.48	3.08	50	69.2

Diversity of governance bodies and employees	UAE				Germany		United States
Year	2022	2023	2024	2025	2024	2025	2025
Executive Committee	**12**	**12**	**12**	**12**	**N/A**	**1**	**4**
Male	83%	83%	83%	83%	N/A	100%	100%
Female	17%	17%	17%	17%	N/A	0%	0%
Age group					**N/A**		
Up to 29	0%	0%	0%	0%	N/A	0%	0%
30-49	58%	58%	58%	67%	N/A	0%	25%
50 & above	42%	42%	42%	33%	N/A	100%	75%
Senior management - grade F and above	**220**	**235**	**241**	**262**	**N/A**	**N/A**	**1**
Male	85%	83%	82%	79%	N/A	N/A	0%
Female	15%	17%	18%	25%	N/A	N/A	100%
Age group					**N/A**		
Up to 29	0%	0%	0%	0%	N/A		
30-49	64%	64%	65%	63%	N/A	N/A	0%
50 & above	36%	36%	35%	37%	N/A	N/A	100%
Middle management - grade G to K	**1,490**	**1,482**	**1,524**	**1,577**	**N/A**	**N/A**	**27**
Male	78%	77%	76%	74%	N/A	N/A	89%
Female	22%	23%	24%	26%	N/A	N/A	11%
Age group					**N/A**		
Up to 29	14%	15%	14%	15%	N/A	N/A	11%
30-49	61%	60%	26%	25%	N/A	N/A	74%
50 & above	25%	26%	60%	60%	N/A	N/A	15%

Diversity of governance bodies and employees	UAE				Germany		United States
Year	2022	2023	2024	2025	2024	2025	2025
Staff - grade L and below	**4,978**	**5,018**	**5,255**	**5329**	**N/A**	**N/A**	**150**
Male	98%	97%	95%	92%	N/A	N/A	98%
Female	2%	3%	5%	8%	N/A	N/A	2%
Age group					**N/A**		
Up to 29	12%	13%	14%	16%	N/A	N/A	30%
30-49	75%	74%	72%	70%	N/A	N/A	49%
50 & above	13%	14%	14%	14%	N/A	N/A	21%

Average hours of training per year per employee	UAE				Germany		United States
Year	2022	2023	2024	2025	2024	2025	2025
Employee	62.0	92.0	75.0	77.0	42.0	25.0	40.0
Male	62.8	77.0	72.0	70.0	39.0	27.0	40.0
Female	78.2	81.0	102.0	128.0	94.0	15.0	40.0
Executive Committee	80.3	27.0	44.0	29.0	N/A	N/A	40.1
Senior management (excluding Executive Committee) - grade F and above	70.4	77.0	71.0	59.0	N/A	N/A	40.2
Middle management - grade G to K	73.8	99.0	87.0	61.0	N/A	N/A	40.3
Staff - grade L and below	56.7	92.0	72.0	64.0	N/A	N/A	40.4

Good governance

Customer quality and services satisfaction

Year	Extremely satisfied	Satisfied	Neutral	Dissatisfied	Extremely dissatisfied
2022	40%	59%	1%	0%	0%
2023	45%	50%	4%	0%	1%
2024	41%	55%	3%	1%	0%

Percentage of the procurement budget spent in the UAE

Year	UAE	International
2022	39%	61%
2023	42%	58%
2024	42%	58%
2025	42%	58%

Suggestion Scheme: suggestions submitted and implemented

Year	Submitted	Implemented	Savings (USD million)
2022	40,225	32,842	6.0
2023	43,113	35,849	6.5
2024	38,198	30,719	5.0
2025	32,902	27,641	8.9

Tamayaz projects submitted and implemented

Year	Submitted	Implemented
2022	221	150
2023	168	146
2024	212	157
2025	240	154

Tamayaz projects submitted and implemented

Year	Audited financial savings (USD million)
2022	43.0
2023	13.5
2024	23.8
2025	8.41

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