

VOYAGES.

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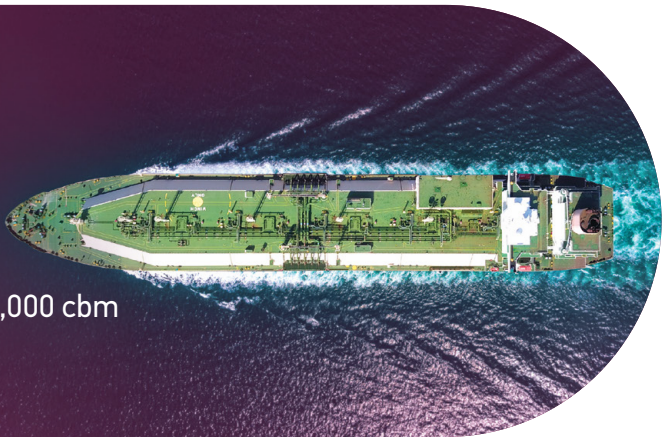
CORPORATE SCORECARD 2026

FLEET PERFORMANCE

Nakilat wholly and jointly owns

68 VESSELS

- 66 LNG Carriers - Ranging from 145,000 - 266,000 cbm
- 1 VLGC - LPG/Ammonia carrier 88,000 cbm
- 1 FSRU - 151,000 cbm



OPERATIONS STATISTICS

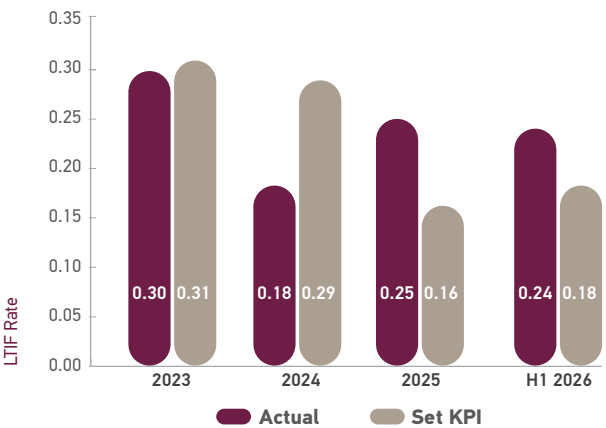
H1 2026

	Number of cargoes delivered	209
	Estimated cargo transferred (mln MT)	14.89
	Ports of call worldwide	416
	Global LNG shipping capacity	10%
	Estimated distance traveled nautical miles (nm)	2,143,015



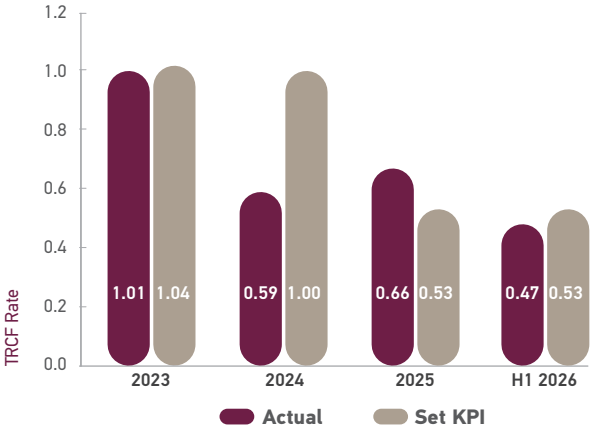
OVERALL SAFETY PERFORMANCE

LTIF Performance 2023 - 2026



Lost Time Injury Frequency (LTIF)

TRCF Performance 2023 - 2026



Total Recordable Case Frequency (TRCF)

HIGHLIGHTS

Safety and Sustainability

- 3 **Advancing IIF+ Engagement and Strengthening Safety Culture**
Company hosts IIF+ Safety Programs and Leadership Workshops.
- 4 **Marking World Earth Day and World Day for Health and Safety**
Activities reinforce Nakilat's commitment to Health, Safety and Environment (HSE).
SHEQ Placed Front and Center
Participation in SHEQ processes affirms dedication to safe, efficient and sustainable operations.
- 5 **Supporting Employee Mental Health**
Stress Management Workshop provides evidence-based techniques and practical strategies.
- 6-7 **Strengthening Korean Shipyard Safety Culture**
Safe Choices Program focuses on hazard recognition, safe behaviors and proactive decision-making.



- 7 **Safety Culture Maturity Leadership Workshop**
Session reinforces shared values and behaviors to keep safety at the heart of operations.

Operations and Field Work



- 8 **Timeline: Korea Shipyard Milestones**
Key sea trial, steel cuttings, launchings and keel layings achieved at Korea Shipyards in June and July.
- 9 **ISND 5.2 Project Receives Recognition**
Qatar Shipyard Technology Solutions commended for professionalism, safety and collaborative approach.
15-Year Dock Gate Maintenance Success
Qatar Shipyard Technology Solutions completes 15-year major maintenance of Dock Gate No. 2.
- 10 **QFAB Project Achieves Key Milestones**
Successful loadout and sail-away of subsea structures reached for three offshore national LNG projects.

Innovation and Process Improvements

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Knowledge session strengthens cybersecurity awareness across the organization.

11 GRP Bridge Fabrication Strengthens Local Capability

First in-country production of GRP subsea cable crossing bridges by Qatar Shipyard Technology Solutions.

Qatar Shipyard Technology Solutions and WE Tech Solutions Sign MoU

Partnership strengthens collaboration in shaft generator systems and retrofit solutions for maritime industry.

12-13 Newbuild Project Raises Quality Management Benchmarks

Project represents strategic commitment to world-class safety, uncompromising quality and operational excellence.

People and Culture



- 14 **Qatar Shipyard Technology Solutions Training Center Transformation**
Improvements create professional learning environment aligned with industry best practices.
- 15 **Graduate Trainees Complete Fresh Graduate Development Program**
Achievements reflect Nakilat's commitment to national talent and education sector partnerships.

15 Day of the Seafarer

2026 day reflects IMO theme: 'From Policy to Practice: Powering Maritime Excellence'.



16 International Day for Women in Maritime

Nakilat marks the enduring strength and vital contributions of women in the maritime sector.

'Wellness in Summer' Campaign

Program promotes healthier lifestyle choices and supports employees during hot summer season.

17 Honoring the Resilience and Professionalism of Our Seafarers

Resilience and professionalism of 'Al Daayen' crew recognized and acknowledged with special gesture.

18 Nakilat Teambuilding Sessions

Company Values come to life in practical sessions aimed at directly inspiring staff behavior.

Annual Best Worker Appreciation Dinner

Exemplary performance, dedication and contributions of highest-achieving employees rewarded.

19 Around Qatar: Events Calendar

Discover Qatar's sporting, cultural, and national events from October to December 2026.

20 How Well Do You Know Qatar?

Test your knowledge of Qatar's heritage and culture in this fun crossword.

21 New Joiners

Welcoming new colleagues across the organization.



CEO MESSAGE

Eng. Abdullah Al Sulaiti
Chief Executive Officer

Nakilat continues to demonstrate the resilience that has always defined the Company. This has been a period of change, and we have remained focused on what matters most: employee safety, maintaining reliable operations and delivering on our commitments to our customers and stakeholders.

Our performance during the first half of the year reflects this resilience. Nakilat recorded a net profit of QAR 857 million, as we continue to advance our strategic growth initiatives and maintain the reliability of our liquefied natural gas (LNG) shipping operations.

Building Momentum Towards Fleet Expansion

The fleet expansion project continues to progress steadily, with 40 new vessels planned across South Korea and China. During June and July we marked a series of important milestones at our Korean shipyards. These achievements bring us closer to an exciting new phase in Nakilat's growth. We look forward to welcoming these new vessels into our fleet in the near future.

Our financial strength is the backbone of this growth. We also took decisive steps to control costs, protect the stability of our core operations, and maintain the highest levels of fleet reliability.

During the first half of the year, Nakilat received the East Export Credit Deal of the Year award from Marine Money for the financing of 25 LNG carriers, a landmark transaction that supports our fleet expansion and reinforces our strategic role in Qatar's LNG value chain.

The first half of 2026 also saw Nakilat recognized among Forbes Middle East's 100 Most Valuable Companies, reaffirming our standing among the region's leading listed companies and our position within the maritime and energy logistics sector.

Our Extraordinary General Meeting in August provided another important opportunity to engage with our shareholders, who approved all proposed amendments to the Company's Articles of Association. I would like to thank them for their continued confidence and cooperation.

Strengthening Our Safety Culture

Nakilat's dedication to safety is at the heart of our success. However, any commitment to safety must transcend systems, procedures and compliance. It is about continuously strengthening our attitudes, behaviors and personal ownership to create a truly proactive safety culture.

Our Incident and Injury-Free+ (IIF+) philosophy remains a central focus. Recent activities include the Safety Culture Maturity Leadership Workshop, our first IIF+ Champions Program and the refresh of our IIF+ Orientation. Together, these initiatives help to embed safety across the entire Company.

This same approach is being reinforced across our newbuild activities. The Safe Choices Program delivered at our Korean shipyards strengthened hazard recognition, proactive decision-making and personal accountability, while reinforcing IIF+ principles.

Honoring Resilience and Professionalism

Above all, I want to acknowledge the people whose professionalism makes these achievements possible. In particular, our seafarers continue to demonstrate remarkable discipline and commitment while serving far from home. Their professionalism helps ensure that Nakilat continues to fulfill its vital role in global energy transportation.

To everyone across Nakilat who has remained focused on keeping themselves and their colleagues safe throughout this period, I extend my sincere thanks. Your hard work, sound judgment and dedication continue to strengthen our Company.

As we prepare to welcome a new generation of vessels into our fleet and move into the next phase of Nakilat's growth, we do so with confidence in our people, our capabilities and the values that guide us. Together, we will continue to strengthen our safety culture, deliver operational excellence and build a resilient and sustainable future for Nakilat.

IIF+ Initiatives and Leadership Engagement Advance the Company's Safety Culture Maturity

As the Company deepens its understanding of risk, human factors and operational excellence, its approach to safety continues to evolve. An Incident and Injury-Free+ (IIF+) culture remains central to the commitment to ensuring safe, reliable operations, reflected in recent IIF+ safety programs and workshops.

Safety culture maturity is a continuous journey of growth, learning and adaptation. Nakilat launched a series of initiatives designed to further strengthen safety performance and leadership.

Conducted in April, the Safety Culture Maturity Survey for both vessel and office personnel was designed to assess the current state of the organization's safety culture, identify areas for improvement, and establish a baseline to measure progress.

The findings provided the foundation for discussions during a Safety Leadership Workshop with Nakilat's Senior Leadership Team, enabling the development of a structured action plan focused on driving improvement while building on existing strengths.

In July, the Company launched its first IIF+ Champions Program, focused on empowering individuals to serve as IIF+ Safety Culture Champions. This important

step embedded safety as a core value at all levels and supports ownership of safety across the organization.

Nakilat also refreshed its IIF+ Orientation to incorporate new thinking in safety, reinforce core messages and remind employees of the importance of making safety personal, relevant and meaningful in their work.

Safety is not only about what people do and systems and processes; it is also about mindset and how individuals think about safety for themselves and others. To support this, Nakilat will launch an online, self-reflective Safety Leadership Program for senior leaders. Monthly modules will focus on building capability in specific topics, including psychological safety, human performance, error traps, and learning from normal work. Each topic will be linked to Nakilat's monthly safety moments.

Through these initiatives and other efforts, Nakilat continues to advance a generative safety culture embedded in everyday decisions, leadership behaviors and operational practices, underscoring the Company's commitment to excellence in health, safety, environment and quality performance.

The IIF+ Champions Program embedded safety as a core value at all levels and supports greater ownership of safety across the organization.



The Safety Leadership Workshop enabled the development of a structured action plan focused on continuous improvement while building on existing strengths.

Nakilat Marks World Earth Day and World Day for Safety and Health at Work

For World Earth Day, Nakilat continued to reinforce its commitment to Health, Safety and Environment (HSE) through active employee engagement and the implementation of targeted awareness initiatives across all departments.

A series of interactive workshops was conducted at departmental level, providing employees with a platform to discuss the importance of environmental responsibility in their daily activities.

These sessions emphasized key sustainability principles and concluded with employees expressing personal commitments to support environmental protection efforts, contributing to the achievement of Qatar National Vision 2030 and Nakilat’s sustainability objectives.



On World Earth Day, in a series of interactive workshops, Nakilat employees expressed personal commitments to support environmental protection efforts.

Nakilat marked the World Day for Safety and Health at Work through a range of awareness activities and engagement sessions. Observed annually, the event served as a reminder of the shared responsibility to prevent occupational injuries and work-related ill health, and to promote the well-being of all employees.

Through these initiatives, Nakilat continues to strengthen a caring and proactive Safety, Health, Environment and Quality (SHEQ) culture, ensuring that safety, health, and environmental stewardship remain embedded in all aspects of its operations.

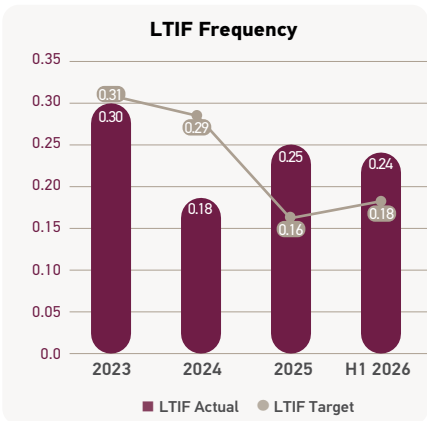
SHEQ Placed Front and Center in Committee and Review Processes

Active participation in SHEQ processes underlines the Company’s dedication to safe, efficient, and sustainable operations.

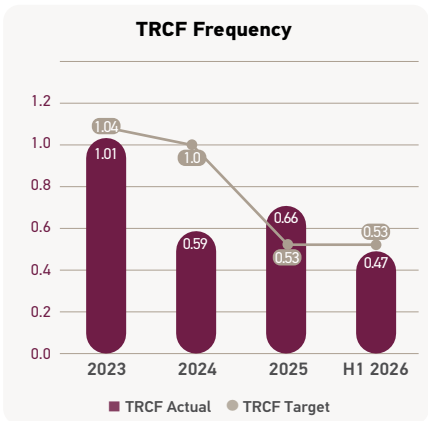
Nakilat continues to demonstrate its commitment to Safety, Health, Environment, and Quality (SHEQ) through active participation and leadership in the SHEQ Committee and Management Review Meeting (MRM) processes.

In recent SHEQ Committee sessions, Nakilat representatives have played a key role in reviewing performance indicators, pinpointing areas for improvement, and ensuring alignment with the company’s strategic objectives. Discussions focused on enhancing risk management, improving workplace safety practices, and maintaining full compliance with internal and external standards.

Participation in the MRM further reflects the organization’s focus on transparency, accountability, and data-driven decision-making. The structured forum allows the company to assess the effectiveness of its Integrated Management System



A snapshot of efforts to minimize Lost Time Injuries.



TRCF trends highlight effective safety initiatives.

(IMS), review audit outcomes, evaluate performance indicators, and prioritize corrective and preventive actions to drive continuous improvement.

Continued proactive engagement in these

processes ensures that SHEQ remains central to all operations, which supports safer workplaces, stronger operational performance, and sustainable business growth.

Stress Management Program Supports Employee Mental Health

Qatar Shipyard Technology Solutions continues to strengthen its commitment to employee well-being through the successful delivery of its Stress Management Program, a key initiative within the company's broader Health, Safety, Security, Environment, Quality, and Well-being (HSSEQ&W) framework.

Employee well-being is integral to operational excellence and sustainable business performance. Qatar Shipyard Technology Solutions adopts a holistic approach to health and safety that encompasses both physical and mental health through its Stress Management Program.

The Stress Management Workshop was launched in 2022 to provide employees with practical resources and professional support. Facilitated by a qualified psychologist, the program is available to employees across all levels of the organization, including subcontractors.

Each workshop is designed to increase awareness and equip participants with evidence-based techniques and practical strategies for managing stress effectively. Sessions combine mental health awareness training with interactive discussions, group activities, team-building exercises and guided meditation practices.

The structured, engaging format encourages participants to develop greater self-awareness, strengthen coping mechanisms, enhance interpersonal relationships, and build resilience in response to daily challenges.

Since its inception, the monthly program



Facilitated by a qualified psychologist, the Stress Management Program is available to all employees.

has delivered measurable engagement. The sustained demand and positive feedback from participants have led to the expansion of the initiative to two sessions a month, further enhancing accessibility and participation.

Participants have reported positive outcomes, with improvements in stress management, emotional awareness, personal resilience, workplace relationships, confidence, and overall well-being. These results underscore the value of proactive mental health initiatives in fostering employee engagement and

supporting organizational performance.

The continued growth and success of the Stress Management Program reflects Qatar Shipyard Technology Solutions' commitment to cultivating a workplace culture that prioritizes mental well-being alongside physical safety, and reinforces its position as an employer that values the health, well-being, and long-term success of its workforce.

Participants have reported positive outcomes, with improvements in stress management, emotional awareness, personal resilience, workplace relationships, confidence, and overall well-being.



Each workshop is designed to increase awareness of mental health and well-being while equipping participants with evidence-based techniques and practical strategies.

Safe Choices Program Strengthens Safety Culture at Korean Shipyards

Nakilat's Safe Choices Program was recently delivered across site teams at its Korean shipyards, using practical scenarios to strengthen hazard recognition, safe work behaviors, and proactive decision-making.



The team marks the completion of the Safe Choices Program.

The Safe Choices Program is designed to promote consistency in safety expectations, strengthen hazard awareness, encourage proactive engagement at the workplace, and introduce the Incident and Injury-Free+ (IIF+) principles that guide Nakilat's safety approach.

The program was introduced to strengthen a single, consistent standard across all project sites — in hazard awareness, risk perception and the application of control measures.

The program focuses on reinforcing expectations for safe execution by improving hazard recognition,

and strengthening personal ownership and accountability at all levels. It also supports a shift towards a more proactive safety culture, where individuals are engaged, empowered and take responsibility for safe outcomes in day-to-day operations.

The Nakilat Safe Choices Program is governed by five key themes:

- Safety Culture & IIF Alignment - Nakilat IIF+ philosophy, core values, and fundamentals of a strong safety culture
- Risk Awareness & Decision-Making - Hazard recognition, risk tolerance, and safe choices at the workplace

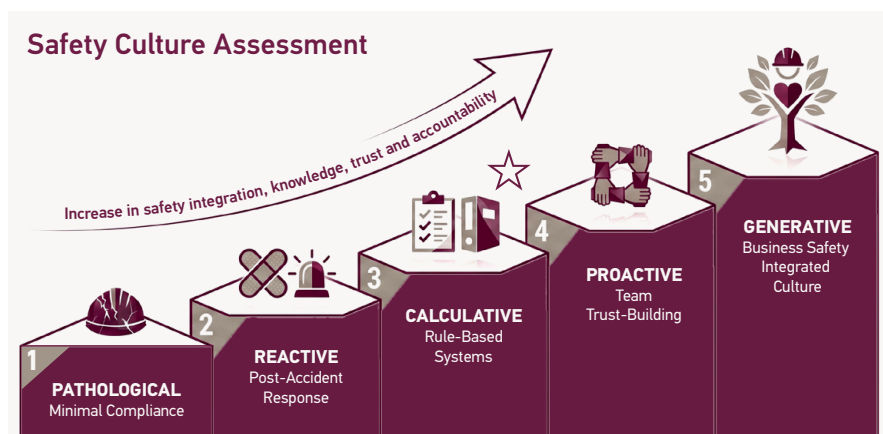
- Leadership & Personal Behavior - Safety leadership, communication, motivation, and individual accountability
- Workface Execution & Controls - Pre-task planning, Observation & Intervention (O&I), Stop Work Authority (SWA), and Life Saving Rules
- Performance & Feedback - Health, Safety and Environment (HSE) performance awareness and preliminary safety culture survey insights (see Safety Culture Assessment diagram)

Safety Culture Assessment

The Safe Choices Program Safety Culture Assessment showed that the shipbuilders have progressed beyond the Calculative stage and are advancing towards a Proactive safety culture. This reflects a structured approach to managing Health, Safety and Environment (HSE) risks, with established procedures and controls. It also demonstrates a positive transition towards more proactive behaviors, including increased workforce engagement, early hazard identification, and continuous improvement in daily project and shipyard activities.

The Safety Culture Assessment also provided the following outcomes:

- Safety is embedded in everyday work across the shipbuilders, built on strong



Nakilat's Safe Choices Program Safety Culture Assessment depicts five stages of safety culture maturity, from the lowest level (Pathological) to the highest level (Generative) using the Hudson Model.

compliance, disciplined work practices, and consistent hazard awareness, supported by teamwork and open communication. Clear ownership, accountability, and visible leadership at the workforce are key in setting the standard.

- Strong and consistent leadership commitment, supported by clear systems, practical procedures, and proper enforcement. These must be translated into safe and effective worksite practices through supervision, resource support, and alignment across all shipbuilders to move towards a more proactive culture.
- A clear commitment to following procedures, maintaining risk awareness, and working safely at all times across the shipbuilders. This includes speaking up, reporting hazards, and supporting co-workers, while strengthening ownership through early intervention, challenging unsafe practices, and leading by example.

Safety Culture Perception Survey

Taking the program a step further, the fleet expansion project developed its own online HSE Culture Perception Survey tool specifically for the project and the owner oversight environment.

While the Hudson model was partially utilized during the initial workshops, the next survey was developed to better align with Nakilat's role, project objectives, and



Employees participated in the Safe Choices Program.

engagement across the shipyards. The intention is to provide a practical tool to help identify strengths and opportunities to strengthen HSE culture across the project team further.

The Safety Culture Survey reflected a strong and positive HSE culture across Nakilat Korea and China project locations, achieving an overall average score of 4.39/5.00, demonstrating maturity near the Leading level (5).

The consistent results across all sites indicate aligned safety expectations, active workforce engagement, and a solid foundation, with continued focus on sustaining performance and progressing toward the project goal of Leading HSE culture maturity.

Conclusion

The Safe Choices Program strengthened

safety culture alignment across the project and reinforced Nakilat's IIF+ commitment across all Korean shipbuilders. The strong survey response and positive results reflect an engaged project team, clear safety expectations, and growing ownership for safe execution at the workforce.

More importantly, this initiative has helped move the conversation beyond compliance, reinforcing proactive behaviors, stronger hazard recognition, and personal accountability in project and shipyard activities. While maintaining this momentum remains essential, the foundations are in place to continue strengthening a consistent, high-performing safety culture across the project as we move into increasingly key phases of vessel construction and commissioning.

Leadership Workshop Reinforces Company Safety Culture

Nakilat hosted a Safety Culture Maturity Leadership Workshop as part of the Company's ongoing commitment to

strengthening safety culture during a period of organizational growth. The session brought leaders together to reinforce the

shared values and behaviors that keep safety at the heart of the Company's operations.



Company leaders gathered at the Safety Culture Maturity Leadership Workshop to reinforce shared safety values and behaviors.

Korea June and July Milestones

The project maintained strong momentum through June and July, achieving several key construction milestones across Nakilat’s newbuild program in Korea. June saw three keel layings and two vessel launchings across HHI and HSHI, while July recorded one sea trial, two steel cuttings, one launching and three keel layings across HHI, HSHI and Hanwha Ocean, covering both LNG and LPG newbuild vessels.



Qatar Shipyard Technology Solutions Commended for ISND 5.2 Project



The team at Qatar Shipyard Technology Solutions earned well-deserved recognition for its dedication, commitment, professionalism, safety and collaborative approach.

Qatar Shipyard Technology Solutions was awarded the ISND 5.2 project for the fabrication and loadout of subsea spools, risers, umbilical bridges, and brownfield structures and spools, in support of the North Field expansion.

The team successfully completed the works within schedule, meeting the full expectations of the end client.

The Company achieved an outstanding 0.5 million manhours without a Lost Time Injury (LTI) through to project completion, demonstrating exceptional execution, safety performance, and operational excellence.

The team earned well-deserved recognition for its dedication, commitment, professionalism, safety and collaborative approach throughout the successful delivery of the project.

0.5
Million
Manhours

Qatar Shipyard Technology Solutions achieved an outstanding 0.5 million manhours without a Lost Time Injury (LTI) for the ISND 5.2 Project.

Strong Coordination Drives 15-Year Dock Gate Maintenance



The achievement reflects strong coordination across teams, effective planning and execution, and a continued commitment to safety and quality by Qatar Shipyard Technology Solutions.

Qatar Shipyard Technology Solutions has successfully completed the 15-year major maintenance of Dock Gate No. 2. Reinforcing the reliability, safety, and efficiency of dry dock operations, the project included the safe unstepping of the dock gate, followed by detailed inspection, repairs and maintenance.

Key activities covered structural assessment, tank maintenance, servicing of sealing systems, and renewal of protective coatings, all in line with established technical standards. The dock gate was then successfully reinstalled with precise alignment and sealing integrity, ensuring optimal performance.

This achievement reflects strong coordination across teams, effective planning and execution, and a continued commitment to safety and quality, enhancing the long-term reliability and operational availability of the dry dock.



QFAB Project Achieves Key Delivery Milestones

QFAB has achieved several significant project delivery milestones with the successful loadout and sail-away of subsea structures for three national offshore liquefied natural gas (LNG) projects.

These included risers, tie-in spools and riser dropped object protection frames (DOPFs) for the North Field Expansion Project (NFXP) North Field East (NFE) Subsea project; subsea pipeline crossing

sleepers for the NFXP North Field South (NFS) Subsea project; and subsea pipeline valve skids for North Field Production Sustainability (NFPS) COMP1.

For the NFXP NFE Subsea project, the risers were attached in the vertical position to a temporary riser support platform (RSP) with the tie-in spools and positioned on the barge for transportation to the offshore location.

The risers and tie-in spools will be lifted into position on the seabed, where they will be connected to subsea gas export pipelines. The DOPFs will be located over the riser, close to the base of the wellhead platform (WHP) jacket to provide protection in case of falling objects from the WHP topside.

North Field Expansion Project (NFXP) North Field East (NFE) Subsea project:
28-inch and 38-inch risers and tie-in spools, and riser DOPFs.



North Field Expansion Project (NFXP) North Field South (NFS) Subsea project:
102 subsea pipeline crossing sleepers.



North Field Production Sustainability (NFPS) COMP1 project:
5 subsea pipeline valve skids.



Building Cybersecurity Awareness and Resilience

As part of Nakilat's ongoing efforts to strengthen cybersecurity awareness across the organization, employees recently participated in a series of knowledge sessions.

The sessions were aimed at empowering our people to become more vigilant and serve as a human line of defense against ever-evolving cyber threats.



Employees participate in a cybersecurity awareness knowledge session.

Qatar Shipyard Technology Solutions GRP Bridge Fabrication Strengthens Local Capability

Qatar Shipyard Technology Solutions' in-country fabrication of Glass Reinforced Plastic (GRP) crossing bridges is advancing localization and operational efficiency.



The GRP subsea cable crossing bridges will be fabricated by Qatar Shipyard Technology Solutions in Ras Laffan Industrial City.

Qatar Shipyard Technology Solutions will deliver approximately 121 GRP crossing bridges for the project, with 66 bridges planned for the North Field Production Sustainability (NFPS) COMP3 project and 55 for the North Field South (NFS) pipeline project.

Fabricated at the Company's yard in Ras Laffan Industrial City, this initiative marks

Qatar's first local production of GRP subsea cable crossing bridges. It also supports the State of Qatar's strategic objectives to develop in-country capabilities and promote economic growth.

GRP crossing bridges offer clear advantages in subsea applications, such as corrosion resistance, lighter weight and easier installation, making them

a dependable, cost-effective solution for reliable long-term infrastructure performance.

Through local GRP crossing bridge manufacturing, the COMP3 and NFS pipeline project improves delivery efficiency while reinforcing the role of Qatar Shipyard Technology Solutions as a center for advanced industrial capability.

Qatar Shipyard Technology Solutions and WE Tech Solutions Sign MoU

Qatar Shipyard Technology Solutions have signed a Memorandum of Understanding (MoU) to strengthen collaboration in shaft generator systems and retrofit solutions for the maritime industry.



The partnership will focus on system integration and the development of components designed to enhance operational efficiency and reliability.

Both companies will also explore future opportunities in innovative technologies that support energy-efficient marine and offshore operations.

This strategic collaboration reflects a shared commitment to advancing practical, innovative, and sustainable solutions that contribute to the future of the maritime industry.

The partnership will focus on system integration and the development of components designed to enhance operational efficiency and reliability.

Newbuild Project Raises Benchmarks in Quality Management

In 2024, Nakilat embarked on one of its most ambitious shipbuilding programs in recent years: the construction of 40 liquefied natural gas (LNG) carriers across premier shipyards in South Korea and China. More than a fleet expansion, the Newbuild Project represents a strategic commitment to world-class safety, uncompromising quality and operational excellence.



A Bold Beginning

From day one, the fleet expansion project has been guided by two powerful principles:

Quality = Safety = Process Safety

Quality Goal Zero — No Harm, No Leak, No Defect

One Team, One Vision

Spanning multiple shipyards — Hanwha, HHI and HSHI in South Korea, and Hudong-Zhonghua (HZ) in China — the project thrives on a unified ‘One Team’ culture. Across multiple geographies and organizations, teams are aligned through strong leadership, shared accountability and open collaboration.

This integrated approach has strengthened trust, enhanced communication and ensured consistent execution across all sites and partners.

Quality in Numbers

The scale of the project is matched by the rigor of its quality systems. 146 contractor, subcontractor, and supplier audits have been completed to mitigate critical project risks while seamlessly extending the Company’s quality culture in alignment with Corporate Safety, Health, Environment and Quality (SHEQ) vision and objectives.

In addition, 1,979 engineering documents have been reviewed, more than 20,000 site inspections and patrols have been conducted, 8,689 vessel blocks have been safely completed, and 1,484 Factory Acceptance Tests (FATs) have been executed globally.

Each figure reflects a proactive commitment to identifying risks early and maintaining the highest standards of workmanship across all phases of construction.

Innovation Spotlight: Remote Video Inspection (RVI)

A standout initiative has been the adoption of Remote Video Inspection (RVI), with 76 RVI sessions completed for FAT activities. The approach has reduced travel requirements, improved personnel safety, and lowered project costs and carbon footprint.

By embracing digital inspection methods, Nakilat demonstrates how innovation can enhance both efficiency and sustainability without compromising technical assurance.

Delivering Excellence Through Structured Quality Management

Projects of this scale demand disciplined systems, and structured processes make the difference. The project has recorded

41 Non-Conformance Reports (NCRs) and associated Root Cause Analysis (RCA) for appropriate mitigation and remedial actions, alongside 2,609 observations and 2,908 FAT punch items.

All issues are actively managed with clear timelines and collaborative resolution strategies, reinforcing a culture of transparency and accountability.

Stakeholder Confidence: A Milestone Achievement

A defining moment came during the QatarEnergy LNG audit at the Hanwha shipyard in February. The audit resulted in zero findings, alongside a strong endorsement of the safety culture and recognition of robust Quality Management Systems (QMS) and staff competency.

This achievement highlights the project's disciplined execution and alignment with international standards.

Driving Continuous Improvement (CI)

A culture of learning and transparency is embedded through Lessons Learned (LL) frameworks, proactive risk management and quality risk-sharing, and monthly KPI reporting for real-time performance visibility.

These initiatives ensure that insights are shared, improvements are continuous, and stakeholders remain fully aligned.

Visual Presence, Visible Leadership

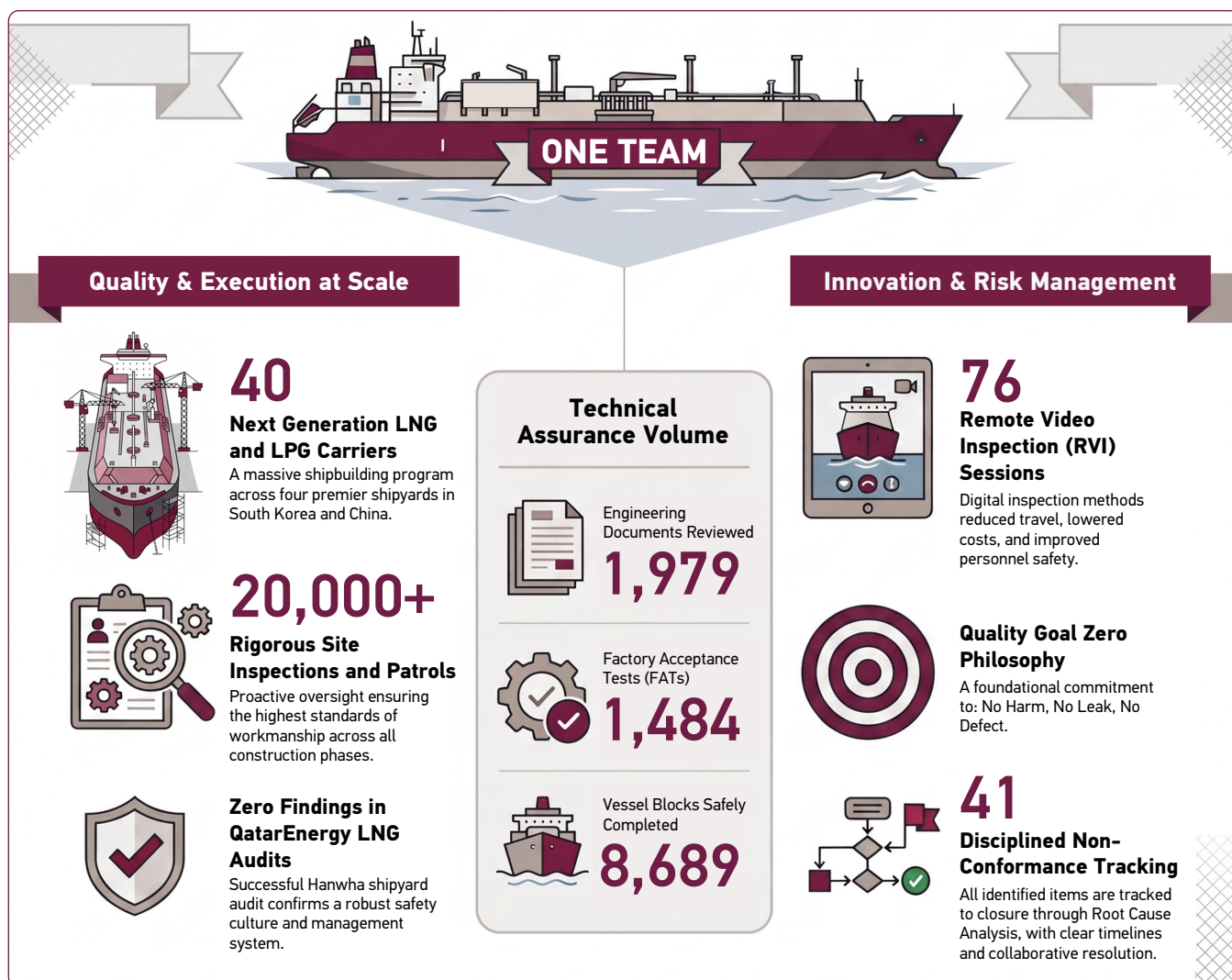
Across all shipyards, a commitment to safety and quality is reinforced through on-site banners, posters, and leadership messaging, creating a constant, visible reminder of project priorities and expectations.

The Journey Ahead

As the fleet expansion project progresses, the Company continues to set new benchmarks in global shipbuilding. With a unified team, strong leadership, and an unwavering commitment to excellence, the project is not just building vessels; it is shaping the future of maritime standards.

At this stage of the project, we are actively progressing through the execution and assessment phases. We have already achieved strong and tangible results, reflecting the effectiveness of our approach and the commitment of the team. Looking ahead, we remain confident that further significant milestones and achievements will be realized as the project continues to advance.

Overall, the successful progression of the project proves that when safety, quality, innovation, and collaboration come together, excellence is not an outcome — it is a standard and a way of project life.



Investing in People, Competence and Safety: Shipyard Training Center Transformation

Between 2025 and 2026, Qatar Shipyard Technology Solutions transformed its Training Center to enhance the learning experience, improve training delivery and support long-term competency development.



Key improvements include refreshed branding and signage, a more professional facility presentation, and upgraded training rooms and learning facilities.

The shipyard training center was comprehensively refurbished and upgraded with modern infrastructure, enhanced training equipment, improved classroom environments, and learner-focused facilities.

These investments have created a professional and engaging learning environment aligned with industry best practices and Qatar Shipyard Technology Solutions' commitment to safety, operational excellence and workforce development.

Enhanced Training Capability:

The relocation and refurbishment of the Shipyard Training Center has enhanced the learning environment through upgraded training rooms and facilities, improved waiting and common areas, strengthened

branding and signage, and a more professional overall training setting. The improvements have also expanded internal training capability, reducing reliance on external providers.

The improvements have strengthened the shipyard training center's ability to deliver mandatory safety training, technical competency programs, leadership development initiatives, and specialized operational courses that support Qatar Shipyard Technology Solutions' strategic objectives.

The upgraded shipyard training center continues to play a vital role in developing a safe, competent, and future-ready workforce, reinforcing Qatar Shipyard Technology Solutions' focus on quality training, safety, and workforce readiness.



Shipyard training center waiting lounge, a facility upgrade that provides adequate seating and a comfortable place while waiting for training and access passes.

Shipyard Training Center Performance Highlights

4,000+
Personnel
Trained

300+
Internal
Sessions

From January 2025 to June 2026, the shipyard training center trained more than 4,000 personnel and delivered over 300 internal sessions.

The continuous delivery of critical HSSE programs has been ensured, including Permit to Work, Risk Assessment, Work at Height, Confined Space Entry, Fire Watchman, Banksman, Toolbox Talk, Hazard Reporting, and other competence-based courses.

These achievements and programs highlight shipyard training center's growing role in building workforce competence, strengthening safety culture, and supporting Qatar Shipyard Technology Solutions' commitment to continual improvement.

Day of the Seafarer: Powering International Maritime Excellence



Marked annually worldwide, the Day of the Seafarer 2026 took its inspiration from the International Maritime Organization's (IMO) World Maritime Day theme, 'From Policy to Practice: Powering Maritime Excellence', highlighting how seafarers must put five principles into action every day through dedication, professionalism, leadership, and skill at sea.

Professionalism Matters: Seafarers work in demanding conditions where professionalism, discipline, and competence directly affect safety, operations, and well-being.

The Five Principles of Excellent Seafarers:

Seafarers Bring Policy to Life: At sea, standards and regulations are not abstract ideas; they are applied in real time through daily decisions, actions, and responsibilities on board.

Professionalism Matters at Sea: Seafarers work in demanding conditions where professionalism, discipline, and competence directly affect safety, operations, and well-being.

Every Decision Has Impact: Actions taken on board influence safety, working lives, and the smooth functioning of maritime operations. Skill and sound judgment matter every day.

Leadership Is Shown in Action: Leadership at sea is demonstrated through responsibility, teamwork, consistency, and commitment, especially in challenging conditions.

Recognizing Those Who Keep Trade Moving: Day of the Seafarer exists

to recognize the unique contribution seafarers make to international seaborne trade, the global economy, and society as a whole.

Seafarers power maritime excellence by turning these principles into action daily.

5

Key principles underpin maritime excellence.

Graduate Trainees Complete Fresh Graduate Development Program

The successful completion of the 2026 Individual Development Program (IDP) for fresh graduates was marked with an Employer Recognition Award.

The IDP initiative supported the growth of the organization's latest cohort of graduates through hands-on experience and structured learning opportunities, preparing them to step confidently into their targeted roles across their respective departments.

The talent pipeline was further strengthened with the successful

onboarding of a new graduate trainee (Developee) within the Accounting Section. In August 2026, we welcomed eight Marine Cadets as part of our Marine Cadet Program.

In recognition of our continued support for student development, fresh graduates, and collaboration during career fairs, Nakilat was also honored to receive

Employer Recognition awards from Qatar Foundation and Lusail University.

Together, these achievements reflect the Company's ongoing commitment to developing national talent and deepening our partnerships with the education sector.

Marking International Day for Women in Maritime



The theme of International Day for Women in Maritime 2026 was 'From Policy to Practice: Advancing Gender Equality for Maritime Excellence'.

Nakilat marks the enduring strength and vital contributions of women in the maritime sector. It recognizes professionals who have met the industry's greatest challenges and emerged as architects of change.

Through every storm navigated and every boundary pushed, their resolve has not only sustained our industry, but transformed it. Their steadfast commitment to safety, equality, and progress is the keel upon which a more inclusive future is being built, one where every horizon belongs to all who dare to reach it.

WOMEN IN MARITIME SPOTLIGHT: DIVYA CHAPPA, 3rd Engineer, Nakilat:

"I found my purpose in the engine room, where focus, courage, and respect shaped my resilience and professional growth.

Safety is non-negotiable here. I believe in doing things by the book: proper procedures, correct PPE, and eyes wide open at all times. Because when the engine room runs well, the whole ship runs well, and everyone goes home safe. This is a place of power, precision, and perseverance. It's challenging, it's demanding, and I love it.

As a woman in this role, I break barriers every single day. My presence is proof that the engine room isn't defined by gender, but by skill, resilience, and commitment."



2022

International Day for Women in Maritime was first observed by the International Maritime Organization (IMO) Assembly in 2022.

'Wellness in Summer' Campaign Provides Medical Services and Healthcare Advice

A coordinated Health and Wellness Campaign promoted healthier lifestyle choices, supported employees in preparation for the hot summer season, and provided access to professional medical guidance.

The campaign, titled 'Wellness in Summer', took place on May 12 in collaboration with local healthcare service providers, and enjoyed strong attendance and enthusiastic participation from employees across the workforce.

Participants attended an interactive health awareness session focused on practical tips for hydration, nutrition, sun safety and maintaining overall well-being throughout the summer.

A wide range of medical services and

consultations were made available by eight specialized doctors.

Body mass index (BMI), blood pressure and blood sugar testing were also available, along with professional medical consultations.

This initiative provided employees with a convenient opportunity to seek advice and ask health-related questions to support their overall well-being. The campaign highlighted the organization's ongoing focus on encouraging proactive health awareness.



A wide range of medical services were made available at the Company Health and Wellness Campaign, 'Wellness in Summer', conducted in May.

Honoring the Resilience and Professionalism of Our Seafarers

The resilience and professionalism of Nakilat's dedicated seafarers continue to stand out, wherever they serve. Serving with professionalism, commitment and unwavering focus, they continue to uphold Nakilat's core values of Safety, Integrity, Respect, Passion and Encouragement, while ensuring the reliability and continuity of global energy supply chains.

During the month of June, the crew of the jointly owned liquefied natural gas (LNG) carrier 'Al Daayen' demonstrated exceptional determination and commitment to duty. Their actions reflected Integrity through strict adherence to charterers' instructions and professional standards at every stage of the voyage.

In line with charterers' instructions, and with the support of Seapeak as Ship Manager working closely with Nakilat, the crew of 'Al Daayen' assessed conditions along the planned route and placed safety first at every stage, demonstrating sound judgment, preparedness and disciplined execution.

Their efforts clearly reflect the spirit of cooperation, responsibility, and Encouragement, as well as the strong partnership we share with our Joint Venture (JV) partners. Recent events have shown that the foundations built over years of close collaboration within the Nakilat Group and its Joint Ventures are not merely symbolic.

Trust, mutual respect, and shared ways of working – often unseen and difficult to monetize – proved to be real and effective when tested, supporting cooperation, resilience and confident decision-making.

The crew's contribution was formally recognised through a letter of appreciation, highlighting their professionalism and dedication. This was accompanied by a heartfelt note addressed personally to the vessel's Master, Captain Andrew Dale, and



A token of gratitude was arranged for the Master and crew of the 'Al Daayen' as a mark of appreciation and solidarity, accompanied by a heartfelt note addressed to the vessel's Master, Captain Andrew Dale.

the entire ship complement, conveying sincere recognition of their resilience, professionalism and dedication.

The message underscored not only respect for the crew's performance, but also Nakilat's appreciation for the human element that underpins safe and reliable maritime operations. Recognizing dedication during difficult times reinforces shared values, builds confidence and strengthens long-term partnerships –

supporting a culture driven by Passion, Respect, and Encouragement.

Photographs from the 'Al Daayen' capture special moments of connection and appreciation onboard. They serve as a powerful reminder that behind every voyage are dedicated professionals whose calm leadership, teamwork, and discipline ensure that Safety – always our foremost value – remains uncompromised.

The crew of the 'Al Daayen' demonstrated sound judgment, preparedness, disciplined execution and commitment to safe operations.

Values We Can Practice: Inside Nakilat's Teambuilding Sessions

Company Values came to life at the recent Nakilat Team Building Program, which turned the five Nakilat Values into practical sessions aimed at directly inspiring staff behavior.



The program strengthened cross-departmental connection by bringing colleagues from different floors and functions into the same room.

The objective was that instead of simply reading the Company Values parrot-fashion, the program would ingrain these into the way staff conduct themselves through fun interactive sessions.

Each of the five sessions was designed around one of the Company Values, with a 'Value-First' not an 'Activity-First' approach.

The key messages communicated to the staff included the fact that Nakilat's Values are lived behaviors, and the teambuilding sessions were created to make them visible and practicable.

Each session paired a light, competitive format and enjoyable delivery with a serious purpose, from silent collaboration to honest conversations about safety culture. The program also strengthened cross-departmental connection by bringing colleagues from different floors and functions into the same room.

Each activity was introduced as evidence of a value in daily working life, so anyone who missed the sessions could still take away what Safety, Passion, Integrity, Respect and Encouragement look like at their own desk.

Nakilat Company Values

SAFETY: Incident- and injury-free

PASSION: Strong commitment towards continuous improvement

INTEGRITY: Honesty with sound moral principles

RESPECT: Value others' diversity and perspectives

ENCOURAGEMENT: Be motivated and motivate people around you



Qatar Shipyard Technology Solutions Hosts Annual Best Worker Appreciation Dinner

In Q1 2026, Qatar Shipyard Technology Solutions hosted the 2025 Annual Best Worker Appreciation Dinner in Al Khor.

During the ceremony, the Chief Executive Officer delivered a formal address and acknowledged the exemplary performance, dedication and contributions of the organization's highest-achieving blue- and white-collar employees.

In recognition of their outstanding achievements, award recipients were formally recognized for their exemplary performance, dedication and contributions to the organization.



The Qatar Shipyard Technology Solutions' Annual Best Worker Appreciation Dinner was held in Al Khor.

Around Qatar: Events Calendar

Your guide to what's happening from October to December 2026

From world-class sporting events and cultural exhibitions to design showcases and national celebrations, Qatar's calendar is filled with experiences to enjoy in the months ahead.

OCTOBER 2026



Boats Floating Afar: The Maritime Trade of Ancient Chinese Ceramics

Opens 26 October | National Museum of Qatar

Uncover how ancient Chinese ceramics traveled along maritime trade routes, shaping cultural exchange across the world.



Around the World in Jewellery

27 October–26 December | M7, Msheireb Downtown Doha

Discover jewellery and art objects that celebrate craftsmanship, identity, and adornment across diverse cultures.

NOVEMBER 2026



FIP World Cup Qatar 2026

2–7 November | Khalifa International Tennis & Squash Complex

Doha hosts the world's top national teams as they compete for the prestigious padel world title.



Rubaiya Qatar

21 November 2026–30 April 2027 | Various venues

Qatar's first contemporary art quadrennial brings together exhibitions, public art, performances, and artist commissions exploring place, memory, and the world around us.



Design Doha 2026

Opens 5 November | Various venues across Doha

Design Doha returns for its second edition, showcasing contemporary design from the Middle East, North Africa, and South Asia through exhibitions, installations, commissions, and talks.



Formula 1 Qatar Grand Prix 2026

27–29 November | Lusail International Circuit

The Formula 1 Qatar Grand Prix returns to Lusail, bringing together drivers, teams, and fans from around the world in a celebration of performance, technology, and sporting excellence.

WHAT'S ON YOUR CALENDAR?

Discover more events happening across Qatar.

Click the link to view the complete events calendar: [\(Visit Qatar – Calendar.\)](#)

DECEMBER 2026



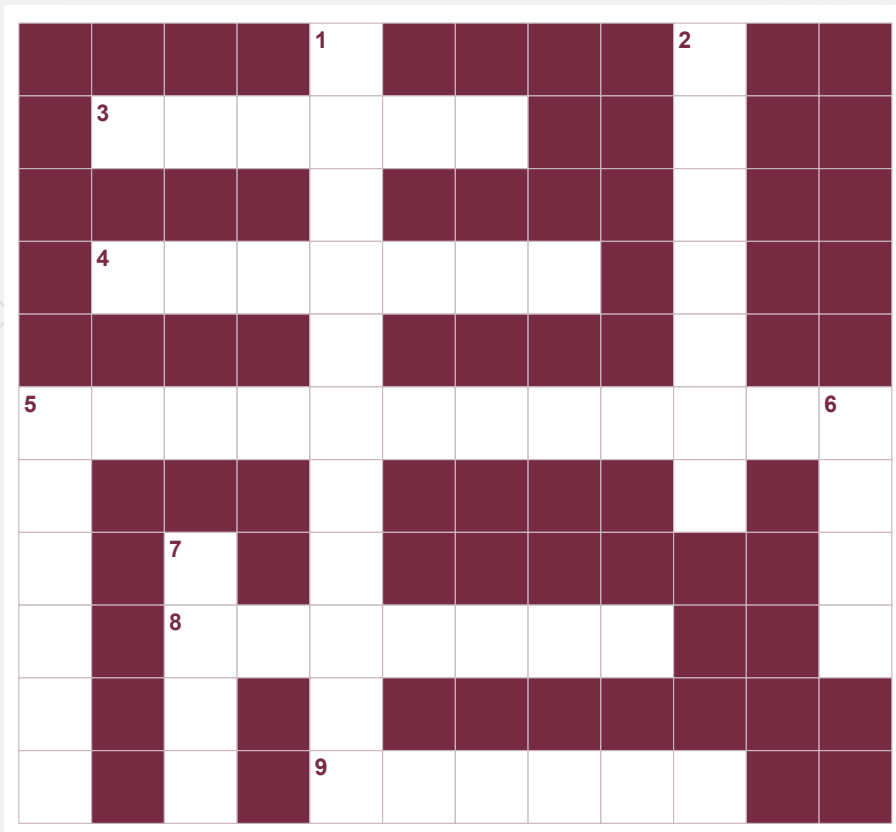
Qatar National Day

18 December | Across Qatar

A celebration of Qatar's history, heritage, unity, and national identity, commemorating the country's unification under the leadership of its founder, Sheikh Jassim bin Mohammed bin Thani.

How Well Do You Know Qatar?

VOYAGES 35 | THE QATAR CROSSWORD CHALLENGE



ACROSS

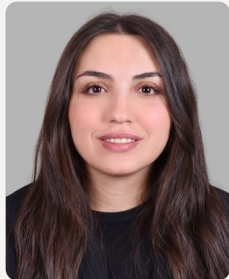
3. This coastal city's name means "the creek" in Arabic. (2, 4)
4. This west-coast area is known for limestone formations and the nearby East-West/West-East sculpture. (7)
5. Near Al Khor on Qatar's northeast coast, this island takes its colourful name from an ancient dye industry. (6, 6)
8. The Arabic name by which Qatar's national flag is known. (2, 5)
9. This seagrass-eating marine mammal inhabits Qatar's waters and is sometimes called a "sea cow". (6)

DOWN

1. The Arabic place-name of Qatar's "Inland Sea", where dunes meet tidal waters. (4, 2, 5)
2. Once a major pearling and trading town, this archaeological site became Qatar's first UNESCO World Heritage Site. (7)
5. Before oil, divers sought these treasures inside oysters to support Qatar's trading economy. (6)
6. Pearl divers once sailed aboard this traditional wooden vessel. (4)
7. Traditional Bedouin weaving with geometric patterns, historically used for tent panels and furnishings. (4)

The correct answers will be revealed in the next issue.

NEW JOINERS



Sabrina Mustapha Atat
Receptionist



Emmelou Gallos Pascual
Marine Personnel Administrator



Carmelita Corpuz Guillermo
Marine Personnel Administrator



Hanseok Kim
Newbuilds Vessel Delivery
Superintendent



**Jassim Mohammed A A
Alhamadi**
Developee - GL Accountant



**Syedhashbeer Thangal
Kurukalakath Penaka**
Boarding Agent



Yakoub Mahceni
GL Accountant Assistant



Mirac Sarmusak
Recruitment Officer (Deck)



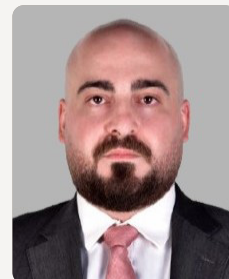
Spyridon Megagiannis
Marine Personnel Officer



Marianus George Gifita
Marine Personnel Officer



Mohamed Saajith Gani Ismail
Sr. Financial Planning &
Reporting Analyst



Mustafa Majdi Mustafa Alawneh
HSSEQ System Specialist



JOINT VENTURES

