

WHERE PROGRESS BECOMES PRINCIPLE

ESG
Report
2025

ooredoo

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WELCOME

Welcome to the Ooredoo Maldives Environment, Social, and Governance (ESG) Report 2025.

At Ooredoo Maldives, sustainability is integral to our purpose of enriching lives and enabling meaningful progress through connectivity and innovation. As a leading digital enabler in the Maldives, we recognize our responsibility to create long-term value for our customers, employees, communities, shareholders, and the environment while contributing to the nation's sustainable development journey.

This report highlights our ESG performance and achievements throughout 2025, demonstrating how we continue to embed sustainability into our strategy, operations, and decision-making. From expanding digital inclusion and empowering communities to strengthening environmental stewardship and governance practices, we remain focused on delivering positive and lasting impact for the people and communities we serve.

As a proud member of Ooredoo Group, we align our efforts with the Group's sustainability ambitions and global best practices while addressing the unique needs and priorities of the Maldives. Guided by our ESG framework and commitment to responsible business practices, we continue to advance progress across our five sustainability pillars: Protecting Our Environment, Developing Our People, Safeguarding Our Customers, Creating Ethical Economic Opportunity, and Digital Enrichment & Community Care.

The progress outlined in this report reflects the dedication of our employees, the trust of our customers, and the support of our stakeholders. Together, we are building a more connected, inclusive, resilient, and sustainable future for the Maldives.

Enriching Lives. Enabling a Digital Maldives.



CONTENT



About us

01



Sustainability at Ooredoo Maldives

02



ESG Framework & Materiality Assessment

03



Enriching Lives

04

05



Digital Enrichment & Community Engagement

06



Developing Our People

07



Protecting Our Environment

08

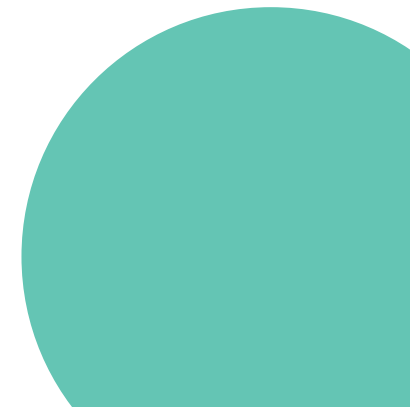


Responsible Governance

09



Performance Indicators



MESSAGE BY THE CHAIRPERSON

As we close another year of meaningful progress, I am proud of how Ooredoo Maldives has continued to translate its ESG commitments into real, measurable impact - for our customers, our people, and the islands we serve.

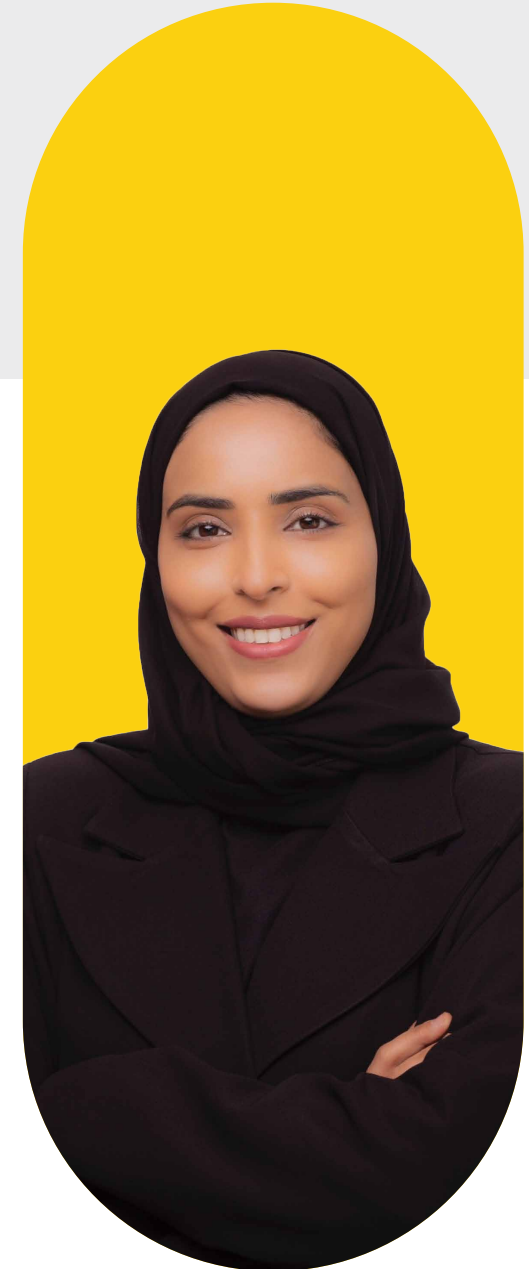
The Maldives presents a unique context: a geographically dispersed nation acutely exposed to climate risk yet brimming with opportunity in the digital age. This reality sharpens our sense of purpose. We have made significant strides in expanding connectivity to underserved communities and advancing our infrastructure, and we will build on this foundation with continued investment in technologies that drive digital inclusion and economic opportunity across every atoll.

Our social and environmental commitments are deepening. From empowering youth to promoting responsible resource management, we recognize that sustainable business and community well-being are inseparable.

Central to all of this are our people. A diverse, skilled, and values-driven workforce is our greatest asset, and investing in their growth remains a core priority. Underpinning everything is our unwavering commitment to transparent governance and ethical conduct.

I extend my heartfelt gratitude to our Board, management, employees, and partners. I am confident that together, we will continue to create enduring value, for Ooredoo Maldives, for the communities we serve, and for the generations who will inherit the world we shape today.

Fatima Sultan Al-Kuwari
Chairperson
Ooredoo Maldives



MESSAGE BY THE MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

Aligned with our corporate vision, we remain steadfast in our commitment to enriching the lives of our communities through technologically advanced solutions, underpinned by continued strategic investments to enhance the quality, resilience, and reach of our world-class network. During the year, we achieved significant progress in expanding digital connectivity, with 5G coverage reaching 80% of the population and SuperNet broadband extended to over 95 islands, substantially improving access to high-speed digital services across the Maldives. These advancements reinforce our role as a key enabler of inclusive, sustainable national development.

We recognize our responsibility as a leading digital service provider to contribute meaningfully to economic, social, and environmental progress. In 2025, our efforts were increasingly directed toward empowering youth and strengthening community engagement. Ooredoo Maldives supported a range of targeted initiatives, including sports development programs, hackathons, and grassroots sponsorships. These platforms were designed to cultivate innovation, encourage talent development, and promote healthier lifestyles, while enabling broader participation in the digital economy.

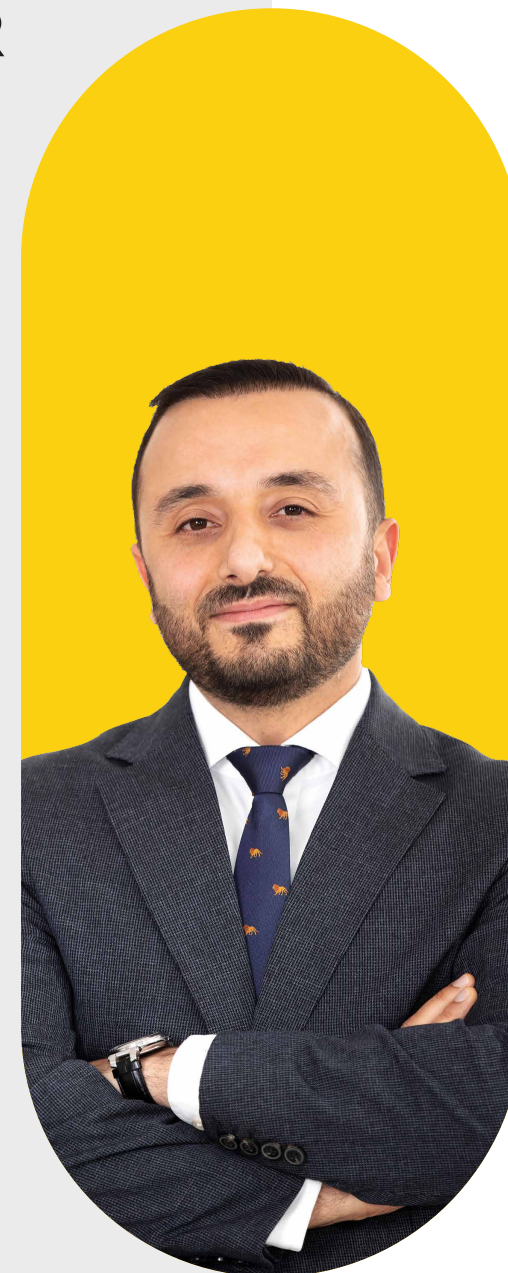
In parallel, we reinforced our environmental and social commitments through the implementation of water purification systems in vulnerable island communities.

This initiative has enhanced access to safe drinking water, contributing to improved public health outcomes while promoting environmental awareness and responsible resource management.

These achievements reflect the dedication and collective efforts of our employees and volunteers, whose commitment and sense of purpose continue to create meaningful and lasting impact across the Maldives.

As we move forward, we remain confident in the opportunities that lie ahead for the Company's continued growth and transformation. We reaffirm our commitment to delivering long-term value through sustainable initiatives, innovative digital solutions, and superior service delivery. By leveraging emerging technologies and strengthening our customer-centric approach, we will continue to elevate network excellence, enhance customer experience, and contribute positively to the communities we serve.

Shadi Qawasmi
Managing Director and
Chief Executive Officer



ABOUT US



OUR BUSINESS

Ooredoo Maldives is a leading technology and communications company and a member of Ooredoo Group, a global telecommunications provider operating across the Middle East, North Africa, and Southeast Asia. Guided by our purpose of enriching lives through communications, we leverage technology and connectivity to empower individuals, businesses, and communities across the Maldives.

Since commencing operations in 2005, Ooredoo Maldives has played a transformative role in advancing the nation's digital future through continuous investment in world-class infrastructure, innovative digital solutions, and reliable connectivity. Today, we serve more than 537,000 customers, supporting households, businesses, and government institutions nationwide.

As a responsible corporate citizen, we remain committed to creating sustainable value through digital inclusion, environmental stewardship, community empowerment, and strong governance practices. Through our services and initiatives, we continue to contribute to the social and economic development of the Maldives while building a more connected, inclusive, and sustainable future for all.

VISION

Enriching people's lives as a leading international communications company.

MISSION

To provide world class, innovative communication products and services to the people of, and visitors to the Maldives.



CORE VALUES

Caring

We make things easy for you. With us, everything is simple and transparent. We respond quickly to your requests and show concern and respect.

Connecting

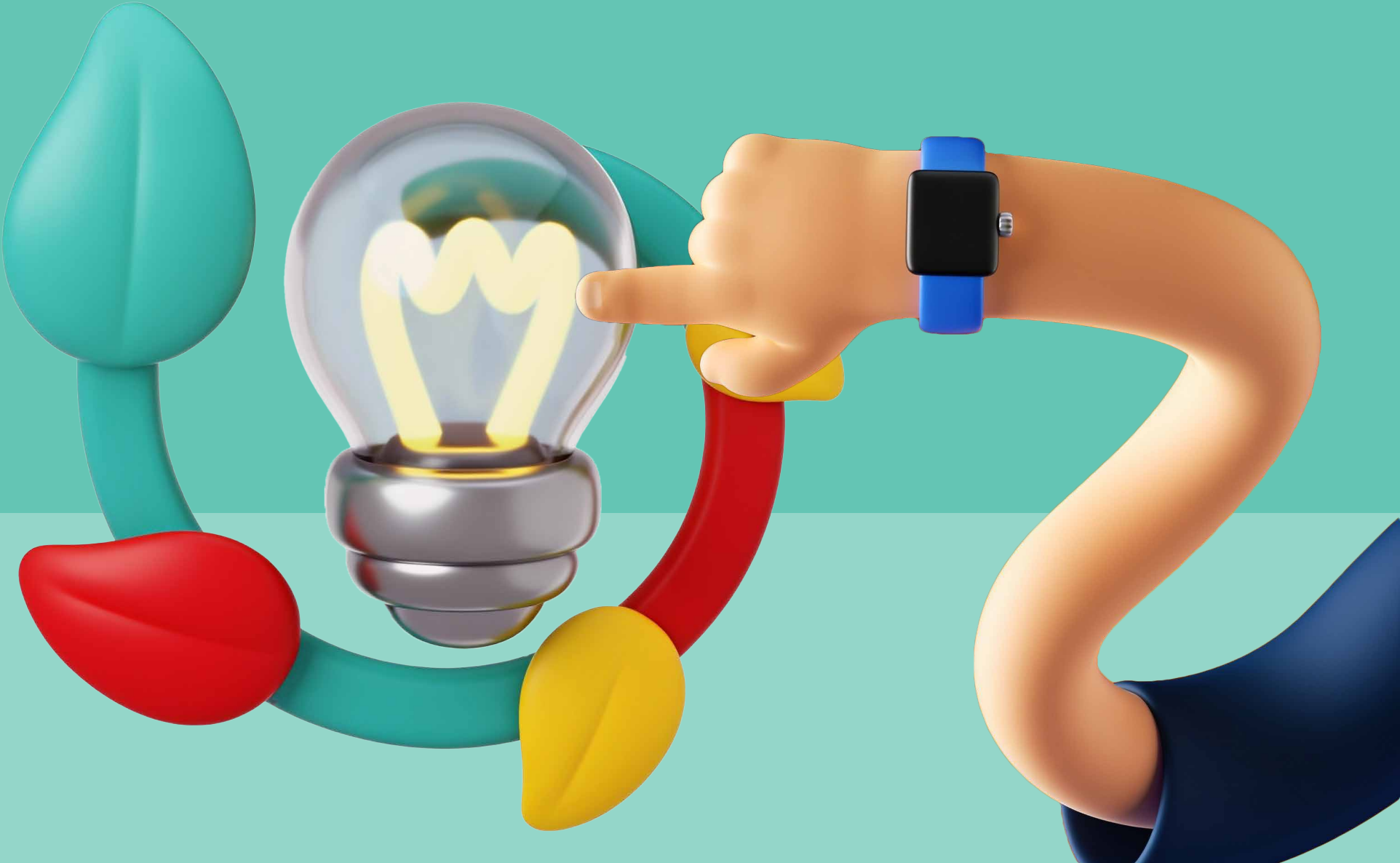
We play an active role in our local communities, deploying our reliable, trustworthy networks to deliver relevant services that give you access to the solutions and support you need.

Challenging

We love a challenge because we have an ever-youthful spirit, fueling our passion to be the best and enabling us to lead change and innovation to benefit our customers.



SUSTAINABILITY AT OOREDOO MALDIVES



At Ooredoo Maldives, sustainability is embedded in the way we operate, innovate, and create value. As a leading digital enabler, we recognize the transformative role of connectivity, innovation, and digital technologies in driving sustainable economic growth, empowering communities, and protecting the environment.

Our sustainability approach is aligned with Ooredoo Group's ESG strategy while addressing the unique priorities of the Maldives. We integrate environmental, social, and governance (ESG) principles into our business strategy, operations, and decision-making to create long-term value for our customers, employees, shareholders, communities, and the environment.

As part of our commitment to responsible business, we support the United Nations Sustainable Development Goals (SDGs) and contribute to the achievement of the 2030 Agenda for Sustainable Development. Through our networks, products, services, and community initiatives, we promote digital inclusion, foster innovation, strengthen community resilience, and support national development priorities while creating positive social, economic, and environmental impact.

Guided by our purpose of enriching lives and our brand promise to Live Unlimited, we remain focused on delivering sustainable value through five strategic ESG pillars:

Protecting Our Environment

Minimizing our environmental footprint through responsible resource management, energy efficiency, and climate-conscious operations.



Digital Enrichment & Community Care

Leveraging technology and partnerships to advance digital inclusion, strengthen communities, and improve quality of life across the Maldives.

Developing Our People

Building an inclusive, diverse, and high-performing workplace that enables our people to grow and thrive.

Safeguarding Our Customers

Delivering secure, reliable, and trusted digital services while protecting customer privacy and data.

Creating Ethical Economic Opportunity

Upholding strong governance, ethical business practices, responsible procurement, and sustainable value creation.

Through these pillars, Ooredoo Maldives contributes to the United Nations Sustainable Development Goals, with our specific contributions outlined in the following sections.



ESG FRAMEWORK & MATERIALITY ASSESSMENT





ESG Framework & Materiality Assessment

Ooredoo Maldives' sustainability approach is guided by Ooredoo Group's ESG Framework and reflects our commitment to creating long-term value for our customers, employees, communities, shareholders, and the environment.

Our ESG priorities are informed by the Group's materiality assessment, which was conducted in 2023, and local stakeholder expectations, enabling us to focus on the environmental, social, and governance topics that are most relevant to our business and the communities we serve. These priorities are embedded into our strategy, operations, and decision-making processes, ensuring sustainability remains integral to how we conduct business. The materiality assessment will be reviewed and refreshed during the next reporting cycle to ensure it continues to reflect evolving stakeholder expectations, business priorities, and sustainability trends.

Aligned with international reporting standards and national development priorities, our ESG framework is structured around five key pillars: Protecting Our Environment, Developing Our People, Safeguarding Our Customers, Creating Ethical Economic Opportunity, and Digital Enrichment & Community Care. Together, these pillars guide our efforts to drive sustainable growth and create positive impact across the Maldives.

Our ESG Framework in Action

Guided by our ESG Framework and aligned with Ooredoo Group's sustainability ambitions, we integrate environmental, social, and governance considerations into our strategy, operations, and decision-making processes. During 2025, we continued to create sustainable value across our five ESG pillars while supporting the Maldives' digital transformation journey.

Protecting Our Environment

Material Topic	Policies & Practices	2025 Implementation / Outcomes
Climate & Energy	Environmental management and energy efficiency initiatives across network operations and facilities	Continued optimization of network infrastructure and operational efficiencies to support responsible energy use and Ooredoo Group's climate commitments.
Resource Management	Digital-first operations, paperless processes, e-billing and waste reduction initiatives	Continued expansion of digital customer journeys and paperless workflows, reducing resource consumption and supporting operational sustainability.

Developing Our People

Material Topic	Policies & Practices	2025 Implementation / Outcomes
Talent Attraction & Retention	Talent development, succession planning, leadership development and continuous learning	Continued investment in employee development through learning programs, leadership initiatives, coaching and mentoring. Workforce comprised 374 employees, supporting a strong local talent base.
Equal Opportunities	Diversity, inclusion and equal opportunity practices	Maintained high national workforce representation while promoting diversity and equal opportunities across the organization.
Health, Safety & Wellbeing	Employee wellbeing programs, health and safety policies and employee engagement initiatives	Continued focus on employee wellbeing through health awareness programs, workplace safety measures, employee engagement activities and comprehensive employee benefits. Recognition as Bronze Stevie® Award Winner for Employer of the Year – Telecommunications.

Safeguarding Our Customers

Material Topic	Policies & Practices	2025 Implementation / Outcomes
Customer Responsibility	Customer-centric service delivery and grievance management processes	Customer base grew to over 426,000 customers, reflecting continued trust in Ooredoo's services and commitment to customer experience excellence.
Data Privacy & Security	Information security, cybersecurity and data protection frameworks	Continued implementation of robust controls to protect customer information and maintain the security and resilience of digital services and networks.

Creating Ethical Economic Opportunity

Material Topic	Policies & Practices	2025 Implementation / Outcomes
Governance & Ethics	Corporate Governance Framework, Code of Conduct, Anti-Bribery and Anti-Corruption policies	Continued adherence to strong governance practices, ethical business conduct, accountability and transparency across all operations.
Risk Management	Enterprise Risk Management and Internal Control Frameworks	Ongoing identification, monitoring and mitigation of business risks through structured governance and oversight mechanisms.
Human Rights	Human rights commitments and labor standards	Continued adherence to fair employment practices, non-discrimination principles and internationally recognized human rights standards.
Responsible Supply Chain	Supplier governance and procurement standards	Supplier engagement guided by ethical business conduct, compliance requirements and responsible procurement practices.
Economic Contribution	Responsible business growth and national development support	Received the National Award of Recognition for Business and Economic Development, recognizing Ooredoo Maldives' contribution to the nation's economic progress.

Digital Enrichment & Community Care

Material Topic	Policies & Practices	2025 Implementation / Outcomes
Digital Inclusion & Innovation	Network investment, digital services and innovative connectivity solutions	Expanded 5G coverage to more than 80% of the Maldives, establishing the country's largest 5G network. Introduced eSIM wearable connectivity for Apple and Samsung devices, a first in the Maldives.
Social Value Creation	Community investment and social impact initiatives	Continued support for national development through community programs and digital empowerment initiatives. The Government Air Ambulance initiative received international recognition through a Silver Stevie® Award for Innovative Achievement in Corporate Social Responsibility. Ooredoo Maldives also received a Gold Stevie® Award for Leading Company in the Maldives Telecom Landscape.



ENRICHING LIVES

At Ooredoo Maldives, we believe connectivity is a powerful driver of opportunity, inclusion, and sustainable development. Through our digital infrastructure, innovative services, and technology solutions, we connect people, businesses, and communities across the Maldives, empowering them to thrive in an increasingly digital world.

By expanding access to reliable mobile and broadband services, driving digital innovation, and supporting community initiatives, we help bridge distances, enable economic growth, and improve access to education, healthcare, and essential services. Guided by our purpose of enriching lives, we remain committed to creating lasting value for our customers and contributing to a more connected, inclusive, and resilient Maldives.

Alignment with the UN SDGs:



Nationalization across workforce

94%

USD 189,400

Spent on community investment

Material Topics

- Digital Enrichment & Community Engagement
- Developing Our People



DIGITAL ENRICHMENT & COMMUNITY ENGAGEMENT



MESSAGE BY THE CHIEF COMMERCIAL OFFICER

2025 was a year of strengthening our commitment to communities across the Maldives, creating meaningful opportunities through connection, inclusion, and collaboration. From empowering communities across islands through digital inclusion and social initiatives to supporting youth, health, and environmental efforts, we continued to use our capabilities to drive positive change. These efforts reflect our belief that technology is not only about connectivity, but about enriching lives and creating a more inclusive and sustainable future for all.

Hussain Niyaz
Chief Commercial Officer



EDUCATION, AWARENESS & DIGITAL INCLUSION

Digital Literacy Programs for the Elderly

Ooredoo Maldives delivered Digital Literacy Programs in N. Velidhoo, N. Maafaru, B. Fulhadhoo, and B. Eydhafushi to bridge the digital divide among the elderly. Participants received personalized training on smartphone use, social media, and essential digital services. The sessions were conducted in collaboration with island councils and volunteers, fostering independence and digital inclusion for senior citizens.

'Rakka' Road Safety Campaign (Partnership with Maldives Police Service)

Carried out 'Rakka' Road Safety Campaign across nine islands in GA. Atoll, uniting students, parents, government officials and local communities in a shared effort to promote safe driving, pedestrian awareness and responsible road use through digital content, posters, and community sessions.



COMMUNITY WELL-BEING & SOCIAL IMPACT



USD 189,400

Spent on community investment



12

CSR initiatives



101HRs

Employee volunteering hours

Donation of Equipment to Dhangethi Water Theme Park

Ooredoo Maldives donated recreational equipment to ADh. Dhangethi Water Theme Park to provide children and visitors with safe, enjoyable water activities. This initiative aims to enhance community welfare while supporting the island's tourism potential.



Hosted Community Iftars

Weekly Community Iftars were hosted throughout Ramadan in K. Malé and Addu City, including a dedicated Iftar for the elderly at Israhvehinge Naadhee. These gatherings aim to strengthen social bonds and foster community unity during the holy month.



Distribution of Iftar Packs to Migrant Workers

In partnership with the Mission for Migrant Workers Maldives (MMWM), Ooredoo distributed Iftar packs to migrant communities, supporting their well-being and promoting inclusivity during Ramadan.

Eid Celebrations with the Community

To mark Eid al-Fitr, Eid breakfast packs and gifts were distributed across all regions in Maldives, contributing to festive joy and creating meaningful connections within communities nationwide.

Ooredoo Kids Football Camp

Conducted in partnership with Maziya Sports Club, the football camp in S. Hulhumeedhoo provided ETFA youth players with skill-building activities and mentorship to support their personal and athletic development.

Volunteer Visit to Children at Local Orphanages

To commemorate World Kindness Day, Ooredoo staff volunteers visited children at the Fiyavathi and Kudakudhinge Hiya orphanages, spending quality time and creating joyful experiences. The visit featured the distribution of personalized gift packs and an engaging live magic show. This initiative aims to foster a positive and inclusive environment for the young residents and strengthen Ooredoo's culture of compassion and volunteerism by encouraging employees to actively contribute to community well-being.



Donation of Health Kits

As part of our ongoing efforts to support healthcare services across the Maldives, Ooredoo Maldives distributed essential health kits to community health centres in B. Fulhadhoo, K. Huraa, and HA. Dhidhdhoo. Each kit included vital medical tools such as stethoscopes, digital thermometers, nebulizers, and other diagnostic equipment, helping frontline caregivers deliver more effective and timely care.

Supported “Shamil 2025” Exhibition

Provided internet and event support as the Digital Partner for the “Shamil 2025” exhibition organized by the Ministry of Social and Family Development. The initiative provided a platform for senior citizens and persons with disabilities to showcase and sell their creative products, reaffirming our commitment to empower vulnerable communities and celebrating diverse talents.

Water Access Initiative

Installed water purification systems at L. Maabaidhoo Mosque, improving access to safe drinking water and supporting community health and wellbeing at a local level.



ENVIRONMENTAL & CONSERVATION

“Grow with Ooredoo” Tree Planting Initiative

Tree planting sessions were held across S. Hithadhoo, S. Feydhoo, S. Hulhumeedhoo, N. Velidhoo, and HDh. Kulhudhuffushi to foster green spaces and promote sustainable gardening practices for the community. The initiative reflects Ooredoo’s commitment to sustainability and climate resilience.





DEVELOPING OUR PEOPLE

33.7%
Female representation


% of employees under 30yrs **increased by 12%**

MESSAGE BY THE DIRECTOR HUMAN RESOURCES

At Ooredoo Maldives, we recognize that long-term value creation is intrinsically linked to responsible business practices and our ability to deliver positive outcomes for our people, communities, and the environment. ESG principles are deeply embedded across our organizational culture, informing our decision-making, operational practices, and stakeholder engagement.

We remain committed to fostering a diverse, equitable, and inclusive workplace. Strengthening female representation across all levels of the organization, including Executive Management, continues to be a key priority. We believe that gender diversity enhances leadership effectiveness, drives innovation, and supports more balanced decision-making. During the year, we continued to advance initiatives aimed at creating opportunities for women, supporting their progression into senior leadership and executive roles.

In 2025, we maintained a strong focus on employee development, wellbeing, and engagement. A total of 17,769 training hours were completed, underscoring our continued commitment to building capabilities and fostering a culture of continuous learning across the organization. Our people development initiatives are designed to enhance technical expertise, strengthen leadership competencies, and support future readiness.

Beyond the organization, we extend these development programs to the wider community as part of our CSR efforts, contributing to broader skills development and sustainable growth.

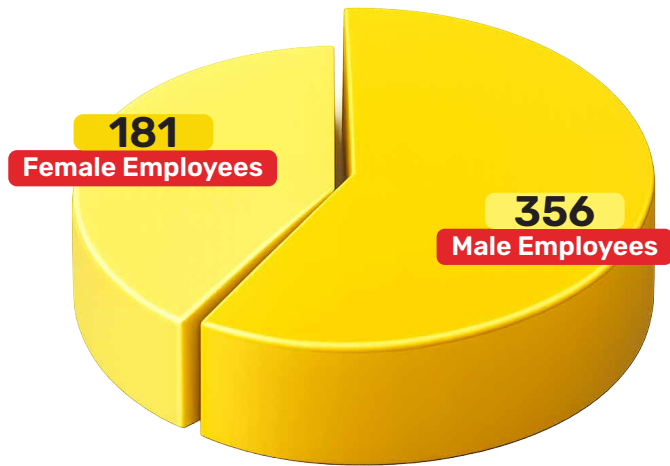
Our nationalization strategy remains a cornerstone of our workforce approach. Maldivian nationals represent 95% of our workforce, with significant representation across managerial and leadership positions. This reflects our sustained commitment to developing local talent, building national capacity, and contributing to the socio-economic development of the Maldives.

Employee wellbeing continued to be a priority throughout the year. Our flagship initiative, "RUN! BRIGADE, RUN!", was successfully implemented as a year-long engagement program promoting physical health, team cohesion, and overall wellbeing. Through structured monthly running targets across teams, the initiative encouraged sustainable healthy habits, strengthened peer engagement, and reinforced a culture of health and fitness.

Through these combined efforts, Ooredoo Maldives continues to cultivate a high-performing, inclusive, and resilient workforce that is well-positioned to support our long-term strategic ambitions.



Fazna Mansoor
Human Resources Director



Workforce by Age



Our people are at the heart of Ooredoo Maldives’ success. We are committed to fostering an inclusive, engaging, and high-performing workplace that empowers employees to grow, collaborate, and contribute meaningfully to the Company’s objectives.

We continue to invest in attracting, developing, and retaining local talent while promoting diversity and equal opportunities across the organization. By creating a safe and supportive work environment, we enable our people to reach their full potential and contribute to the sustainable growth and success of Ooredoo Maldives.



TRAINING AND DEVELOPMENT

Developing our people remains a strategic priority at Ooredoo Maldives. As the telecommunications and digital landscape continues to evolve, we are committed to equipping our employees with the skills and capabilities needed to succeed in a dynamic environment.

Through continuous learning opportunities, leadership development programs, coaching, mentoring, and succession planning initiatives, we support employee growth and career progression while building a future-ready workforce. Aligned with Ooredoo Group's commitment to inspiring growth journeys, we continue to invest in our people to drive innovation, performance, and long-term success.

Total number of training hours

17,769Hrs

Total hours of H&S training

654Hrs

EMPLOYEE WELLBEING & ENGAGEMENT

At Ooredoo Maldives, employee wellbeing and engagement remain fundamental to our success. We are committed to fostering a positive, inclusive, and supportive work environment where employees feel valued, empowered, and connected to our purpose.

Through a range of wellbeing, engagement, and recognition initiatives, we continue to promote a healthy workplace culture that supports both personal and professional growth. Our strong employee engagement results reflect our ongoing commitment to creating an exceptional employee experience and maintaining a high-performing workforce.



DIGITAL HR AND OUR WAY OF WORK

At Ooredoo Maldives, we continue to strengthen our digital way of work by leveraging technology, automation, and data-driven insights across our people management processes. Through agile ways of working and cross-functional collaboration, we empower teams to innovate, make decisions faster, and deliver value more effectively.

Our commitment to innovation, employee experience, and organizational excellence was recognized through several prestigious international awards in 2025, including the Gold Stevie® Award for Leading Company in the Maldives Telecom Landscape, the Silver Stevie® Award for Innovative Achievement in Corporate Social Responsibility – Air Ambulance, the Bronze Stevie® Award for Employer of the Year – Telecommunications, and the Telco of the Year – Small Markets award at the Twimbit Telecom Awards 2025. These achievements reflect our continued focus on building a future-ready organization and driving sustainable growth.



PROTECTING OUR ENVIRONMENT

Alignment with the UN SDGs:



2,000L

Rainwater Harvested at HQ

to reduce reliance on external water sources

Material Topics

- Climate & Energy
- Resource Management
- Climate Governance and Future Direction

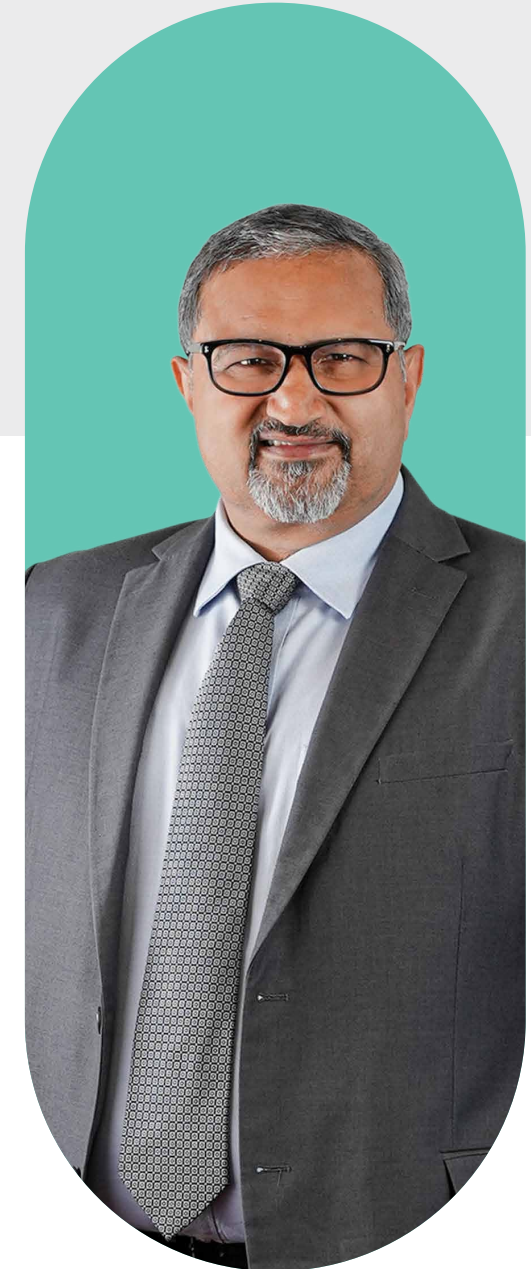


MESSAGE FROM THE CHIEF TECHNOLOGY OFFICER

Ooredoo Maldives is focused on building reliable and efficient, sustainable network which is helping in sustainable development of the Maldivian Islands. We are focusing on the use of more and more of renewable energy for operating our networks. We take special care on protection of environment while constructing our infrastructure. We focus on development of communities by enabling various tools for use in the field of education, healthcare and entertainment.

In 2025, we continued to strengthen our digital infrastructure with 5G coverage reaching over 80% of the Maldives and broadband services extending to more than 95 islands. Sustainability is enshrined into our network operations. It is part of how we design, build, and maintain resilient infrastructure. Our priority is to deliver high-quality connectivity while continuously improving the efficiency and environmental performance of our operations

M. S. Tanwar
Chief Technology Officer



As part of Ooredoo Maldives' corporate social responsibility efforts and its continued commitment to the United Nations Sustainable Development Goals ("SDGs"), particularly Climate Action, the Company remains focused on reducing its environmental impact while supporting a more resilient and sustainable digital future for the Maldives.

In 2025, Ooredoo Maldives continued to align its environmental initiatives with the wider Ooredoo Group sustainability strategy. This includes stronger focus on energy efficiency, renewable energy integration, emissions measurement, responsible resource management, and the use of digital and AI-enabled solutions to improve operational efficiency.

CLIMATE & ENERGY

Integration of Green Practices

Green practices continue to be embedded across Ooredoo Maldives' internal and external operations. The Company continues to promote digital-first ways of working, including e-bills, digital customer journeys, paperless processes, and automation of manual workflows. These initiatives support lower paper consumption, reduced operational waste, and improved service efficiency.

The Company also continues to apply energy-conscious practices across its offices and facilities, including the use of eco-friendly lighting, efficient appliances, and improved operational controls. These measures support Ooredoo Group's wider target to reduce energy consumption per unit of data transmitted by 10% by 2029.



Sustainable Headquarters

Ooredoo Maldives' Headquarters continues to reflect the Company's commitment to sustainable and efficient building operations. The building includes several environmental and safety features, including:

- A unitized curtain wall with heat-soaked laminated tempered glass and low-emission coatings to reduce heat transmission and improve energy efficiency.
- Fresh air supply systems, lighting management systems, solar panels, and rainwater harvesting systems to conserve resources and reduce operating costs.
- Fire-rated doors, fire-rated glass, and automated fire safety systems to ensure a safe and resilient working environment.

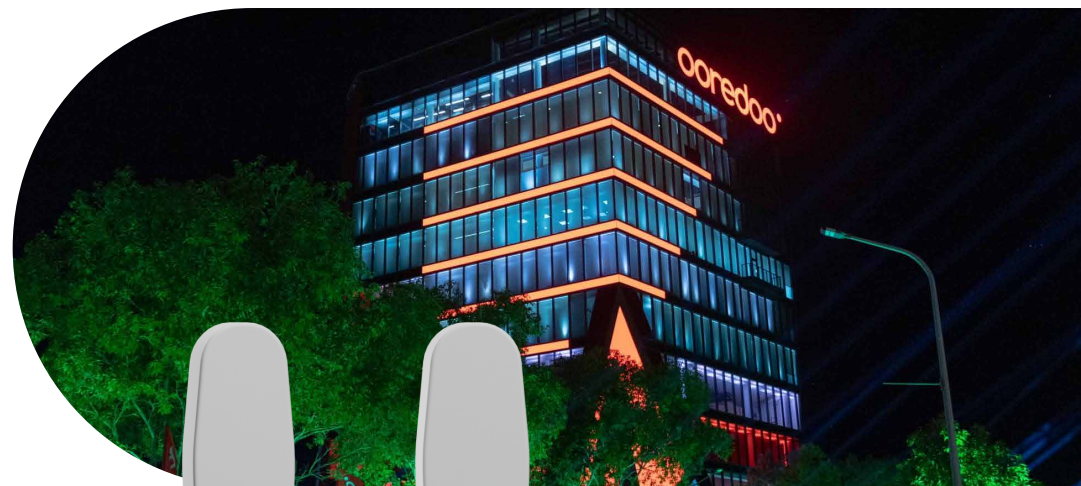
These features continue to support responsible resource use, employee safety, and lower environmental impact in the Company's administrative operations.

Solar Energy Deployment

Renewable energy remains a key pillar of Ooredoo Maldives' environmental strategy. In line with Ooredoo Group's focus on renewable energy integration, Ooredoo Maldives continues to use solar energy within its network operations.

A solar project launched in 2023 is currently powering 10 cell sites in the Maldives, helping reduce reliance on grid electricity and diesel-based energy sources. This is particularly important in the Maldivian island context, where network operations are geographically dispersed and energy logistics are more challenging.

By expanding renewable energy use, Ooredoo Maldives is contributing to lower emissions, improved network resilience, and more sustainable telecom infrastructure across the country.



Power Optimization Initiatives

Energy efficiency remains a major focus area for Ooredoo Maldives. As data usage and network demand continue to grow, the Company is working to manage energy consumption through operational optimization and efficient technology deployment.

In 2025, Ooredoo Maldives continued to support energy-efficient operations through network optimization, site-level efficiency improvements, LED retrofitting, and installation of energy-efficient appliances. These measures help maintain stable energy consumption while supporting the growth of digital services.

The Company's approach is aligned with Ooredoo Group's wider commitment to reduce energy intensity, measured as energy consumption per gigabyte of data transmitted.

Radio Access Network Power Savings

Ooredoo Maldives continues to enhance energy efficiency across its Radio Access Network ("RAN"). Energy-saving features across the network support lower power consumption while maintaining service quality and customer experience.

These measures include intelligent network optimization, energy-efficient RAN enhancements, and operational improvements that allow the network to manage demand more efficiently. As 4G and 5G usage continues to grow, such initiatives are important to ensure that faster and wider connectivity is delivered with a lower environmental footprint.

Hybrid and Battery Efficiency Initiatives

Ooredoo Maldives continues to improve the efficiency and resilience of its network sites through hybrid energy models and battery optimization. In line with Group-level environmental priorities, the Company is strengthening its use of lithium-ion battery solutions and efficient power systems to reduce dependence on traditional fuel-based backup arrangements.

These initiatives are especially relevant in the Maldives, where island-based network operations require reliable power solutions, careful logistics planning, and resilient infrastructure. Hybrid and efficient battery solutions help reduce fuel use, improve operational reliability, and support lower emissions over time.

Emissions Management

Ooredoo Maldives continues to support Ooredoo Group's broader climate strategy by improving emissions measurement and management. In 2025, Ooredoo Group commenced Scope 3 emissions calculation across all operating companies, marking an important step toward more complete climate reporting.

This means Ooredoo Maldives is now aligned with the Group's broader approach to measuring emissions beyond direct operations and purchased electricity. This supports better understanding of value chain emissions and enables more informed planning for future reduction initiatives.

Reduction of Single-Use Plastics

Since 2018, Ooredoo Maldives has eliminated the use of single-use plastic water bottles across its premises. This initiative remains an important part of the Company's commitment to responsible consumption and waste reduction.

The Company continues to promote awareness among employees and stakeholders on reducing avoidable waste and adopting more sustainable day-to-day practices.

Digital Transformation for a Paperless Office

Ooredoo Maldives continues to strengthen its "Go Green" initiative through digital transformation. By automating manual processes and expanding digital platforms, the Company has significantly reduced the need for paper-based workflows and printing.

This approach not only reduces environmental impact, but also improves speed, transparency, and convenience for employees and customers. It supports Ooredoo's wider ambition to use digital innovation as a tool for sustainable business growth.

RESOURCE MANAGEMENT



Operational Logistics and Fuel Efficiency

Due to the dispersed island geography of the Maldives, Ooredoo Maldives' operations require regular transport and logistics support for network maintenance and service delivery. In 2025, the Company continued to manage this challenge through better planning, trip combining, and use of local transport networks where possible.

These measures help reduce unnecessary travel, limit fuel consumption, and improve operational efficiency while maintaining reliable services across the islands.

Water Resource Management

Ooredoo Maldives continues to recognize the importance of responsible water use, particularly in the context of the Maldives' climate vulnerability. The Company's existing water management practices, including rainwater harvesting at its Headquarters, support resource conservation and responsible facility management.

Following the measurement of its water footprint in 2024, Ooredoo Maldives will continue to strengthen monitoring and management of water consumption. This will help the Company integrate water stewardship more effectively into its sustainability planning and reporting.

CLIMATE GOVERNANCE AND FUTURE DIRECTION

In 2025, Ooredoo Group strengthened its sustainability governance through the implementation of a Group-wide ESG Policy and ESG Charter. Ooredoo Maldives continues to align with this direction by embedding climate and environmental considerations into operational planning and decision-making.

The Company's environmental priorities for the coming period include improving energy efficiency, expanding renewable energy where feasible, strengthening emissions measurement, improving resource management, and continuing to use digital innovation to reduce environmental impact.

Through these efforts, Ooredoo Maldives remains committed to supporting a low-carbon, resilient, and digitally enabled future for the Maldives.



RESPONSIBLE GOVERNANCE

100%

compliance with Code of Conduct

Zero

Data Breaches involving personal data were recorded in 2025

21%

of total procurement spending was directed towards local suppliers

Material Topics

- Creating Ethical Economic Opportunity
- Safeguarding our Customers

Alignment with the UN SDGs:



CREATING ETHICAL ECONOMIC OPPORTUNITY

Ooredoo Maldives is committed to promoting transparency, accountability, and sound corporate practices to safeguard the rights of all stakeholders. In line with this commitment, the Company has adopted a Corporate Governance Manual that provides clear guidelines for effective governance and the protection of stakeholder interests. The Board of Directors and Management are committed to ensuring compliance with the laws and regulations of the Maldives, while adhering to the highest standards of ethical conduct and corporate governance to foster trust and integrity across the Company.

Board of Directors

The Board of Directors is entrusted with the governance, oversight, and strategic management of the Company, providing institutional leadership and guidance to ensure that the Company operates in the best interests of its stakeholders and remains on a sustainable growth path. The Board performs its roles and responsibilities in accordance with the Board Charter and is committed to executing its duties in line with the Company's policies, governance frameworks, and regulatory requirements, thereby driving the achievement of the Company's strategic goals and objectives.

Key responsibilities of the Board include defining the Company's vision and strategic objectives, providing oversight of financial and operational performance, ensuring compliance with applicable laws, regulations, and internal policies, and promoting high standards of ethical conduct and corporate governance. The Board also ensures that Management's technical expertise and recommendations are incorporated into decision-making and possesses the authority to delegate operational responsibilities to Management, including the development of budgets, operational plans, and reports, which are reviewed and approved by the Board.

Committees of the Board

Ooredoo Maldives has established the following 2 committees.

- (1) the Audit and Risk Management Committee ("ARC"); and
- (2) the Nomination and Remuneration Committee ("NRC").

The Board of Directors has approved written charters for both the Audit and Risk Management Committee ("ARC") and the Nomination and Remuneration Committee ("NRC"), which set out their responsibilities, objectives, governance framework, and operational guidelines. The Committees carry out their functions in compliance with these charters, under the direction of the Board, with a focus on promoting stakeholder interests and sound corporate governance.



Internal Audit

The Company has established an independent Internal Audit function that reports directly to the Audit and Risk Management Committee (“ARC”). This function operates in accordance with the Internal Audit Charter and executes its responsibilities under the approved Annual Internal Audit Plan.

In fulfilling its mandate, Internal Audit provides objective assurance and advisory support to the ARC, thereby reinforcing the Company’s compliance with the applicable regulatory framework, internal processes, and governance guidelines. Beyond compliance, Internal Audit plays a critical role in evaluating and managing risks, ensuring that the Company remains aligned with its strategic objectives while upholding sound governance practices.

Internal Audit ensures its contribution to transparency, accountability, and the ongoing enhancement of the Company’s control environment.

External Audit

The re-appointment of KPMG Maldives as the Company’s External Auditor for the financial year 2025 was approved by the Shareholders at the Annual General Meeting (“AGM”) held on 9th March 2025. This decision followed a structured evaluation of the firm’s performance in conducting the 2024 year-end audit.

The ARC reviewed the performance assessment and recommended the re-appointment, which was subsequently endorsed by the Board of Directors and submitted for Shareholders’ approval. This process reflects the Company’s commitment to rigorous oversight, transparency, and adherence to best governance practices in the appointment of the Company’s External Auditor.

Internal Controls and Risk Management

The Management, Board Committees, and Board of Directors regularly review the Company's policies, processes, guidelines, and controls to ensure that effective mechanisms are in place for efficient business operations, while safeguarding the interests of all stakeholders and protecting the Company's assets.

As part of the Company's corporate governance framework, Ooredoo Maldives has established robust financial internal controls designed to ensure compliance with applicable laws and regulations, mitigate risks, safeguard assets, and maintain the accuracy and reliability of financial reporting. In 2019, the Company adopted the Internal Control Over Financial Reporting ("ICOFR") Framework, aligned with international best practices, which ensures that:

- The actions of the Board of Directors, Management, and employees comply with established policies, standards, procedures, and all relevant laws and regulations.
- Strategic and business objectives, plans, and programs are achieved effectively.
- Financial data and information published internally and externally are accurate, reliable and timely.
- The Company's assets and resources—including people, systems, and information—are adequately protected.
- Operational exposures to loss are identified, evaluated, and mitigated.
- Practical control processes are established, encouraging the Board, Management, and employees to discharge their responsibilities efficiently and effectively.

In addition, the Company has established an independent Enterprise Risk Management ("ERM") function, mandated to continuously monitor, assess, and report on enterprise-wide risks. The ERM function reports directly to the Managing Director & Chief Executive Officer, ensuring independence and accountability. Potential risks and corresponding mitigation plans are identified and regularly reviewed by the ARC and the Board of Directors.

The Board of Directors and ARC provide oversight and guidance to Management on the adequacy and effectiveness of internal control systems, while also offering recommendations to strengthen the Company's risk management practices.

Code of Conduct and Ethics

The Company has implemented a Code of Conduct and Ethics to uphold transparency, integrity, professionalism, and ethical standards throughout the organization. This Code directs the employees to distinguish between what is "tolerated", "prohibited", "correct" and "incorrect" regarding everyday behavior. It outlines expected conduct within the workplace, during official business travel, and outside working hours when an employee represents the Company in any capacity.

As a responsible corporate entity, the Company is committed to promoting best practices and acting as a good corporate citizen. This Code ensures that ethical principles guide all business activities, with due regard to the interests of stakeholders, including shareholders, customers, suppliers, and employees.



Anti-Corruption

Safeguarding the interests of all stakeholders and ensuring ethical decision-making are key priorities of the Company. As such, the Company ensures that robust processes are in place to promote honesty and integrity in all dealings with suppliers and vendors.

The policies and guidelines of the Company prohibits employees from participating in any trade or business activity which conflicts with their role in the Company. For protecting the interests of the Company and stakeholders, on behalf of Ooredoo Maldives, Ooredoo Group signs a "Supplier's Code of Conduct" with regular suppliers and vendors. In the event of reports on fraud, corruption and bribery, a Disciplinary Committee is formed to investigate the case independently without any influence or bias.

As part of our efforts in being a leader in ethical conduct, we became a signatory to the United Nations Global Compact ("UNGC") in 2012. Additionally, have implemented and followed strict internal policies towards anti-corruption which is one of the 4 pillars of UNGC.



Anti-Bribery

Ooredoo Maldives maintains a zero-tolerance approach to bribery and corruption across all areas of its operations. The Company is committed to conducting business ethically, transparently, and in compliance with applicable laws, regulations, and internal governance standards. Employees and relevant stakeholders are expected to uphold principles of integrity through adherence to the Code of Conduct and Ethics, responsible decision-making, and controls designed to prevent bribery, conflicts of interest, and improper payments. Ooredoo Maldives also promotes awareness and accountability through policies, training, and reporting mechanisms that support an ethical business culture.



Gender Diversity and Compliance

Ooredoo Maldives is committed to upholding high standards of corporate governance and ensures full compliance with the CG Code of CMDA, as well as all applicable laws and regulations of the Maldives. The Company continuously seeks to strengthen its governance framework by adopting recognized best practices. As part of this commitment, Ooredoo Maldives actively promotes gender diversity and inclusion across all levels of the organization, including the Board of Directors, senior management, and the wider workforce.

Ooredoo Maldives is pleased to inform the Shareholders that currently three (3) out of eight (8) Directors are women, representing 37.5% of women representation on the Board of Directors, and that the Company is in material compliance with the requirements of the applicable laws and regulations of the Maldives while adhering to the CG Code of CMDA.

Ooredoo Maldives was among the first GSMA operator members to endorse the Connected Women Commitment, which promotes greater inclusion of women across the mobile industry, from consumers and employees to leadership. The Company is committed to delivering positive socio-economic impact for women and strengthening the mobile ecosystem in the Maldives. As a partner of the GSMA Connected Women Program, Ooredoo Maldives actively contributes to advancing the female digital economy.

Prevention of Insider Trading

The Company has adopted a Policy on Prevention of Insider Trading to prevent insider trading and to ensure compliance with the requirements of the Policy on Prohibition of Dealing in Securities by Connected Persons with Access to Unpublished Information issued by the Capital Market Development Authority (CMDA). This Policy applies to the Board of Directors, all employees, consultants, contractors of the Company, and all other Restricted Persons.

Pursuant to the Policy, a Restricted Persons list is maintained and updated regularly by the Company including persons who have access to unpublished price sensitive information of the Company including the Board of Directors, the Company Secretary, persons undertaking the secretarial functions of the Board and Committees (ARC and NRC), employees undertaking financial matters, consultants and contractors with access or potential access to price sensitive information of the Company. The persons included on the list have been notified and provided with information about the prohibited periods for share trading, procedure and process for obtaining approval for trading and penalty or fine for not following the terms of the Policy.

According to the Maldives Securities Act (Law No.: 2/2006) and Policy on Prohibition of Insider Trading, the Restricted Persons information including the requests and approvals for trading requests of persons is carried out through the "Restricted Persons Management System" ("RPMS"); the portal established by the Capital Market Development Authority of Maldives ("CMDA").

Related Parties Transactions

A "Related Parties Transactions Policy" is established by the Company which is applicable to the Board of Directors, Management, and all employees of Ooredoo Maldives. This Policy has been developed to govern and report related party transactions, ensuring transparency and protecting the interests of all parties involved.

The Policy has been communicated with the Board of Directors and all employees with instructions to notify the Corporate Governance Single Point of Contact ("Corporate Governance SPOC") by disclosing any relevant transaction. The disclosures are required from the Board and employees at the time of an appointment, annually and whenever there is a change in the disclosure made, about all persons and legal entities in which there is an interest whether directly or indirectly. The disclosures made to the Corporate Governance SPOC are submitted to the ARC and the Board for information or approval, as applicable.

Whistleblower Policy and Procedures

The Company is committed to the highest standards of transparency, integrity, compliance, and accountability.

In line with this commitment, the Company has established a comprehensive Whistleblowing Policy and Procedures to provide stakeholders with a secure and reliable channel to report, in good faith, any activity that contravenes laws, regulations, policies, decisions, or the Company's Code of Conduct and Ethics.

This Policy serves as a vital mechanism to address issues within the internal control environment, safeguard the confidentiality of Company information, and prevent fraud or misconduct. It also ensures that any errors or irregularities with potential negative impact on the Company, the Ooredoo Group, employees, customers, investors, Shareholders, or other stakeholders are promptly identified and addressed. An extract of the Policy is publicly available on the Company's website for stakeholder reference.

To facilitate reporting, a Whistleblowing Form is accessible online, enabling stakeholders to raise concerns regarding suspected misconduct, unethical behavior, or breaches of law and regulation. In addition, both internal and external stakeholders, including vendors and suppliers, may submit reports anonymously via the Whistleblower email, postal mail, or the Chief Audit Executive ("CAE") telephone line.

All reported cases are handled with strict confidentiality and investigated under the oversight of the CAE, reinforcing the Company's commitment to ethical conduct, stakeholder protection, and robust governance practices.

Shareholder Communication

While striving to act in the best interests of our shareholders and investors, the Company remains committed to promoting their active participation and engagement by providing accurate, transparent, and timely information.

To facilitate effective communication with shareholders and ensure the timely dissemination of relevant information, the Company has implemented various communication mechanisms in compliance with applicable regulatory requirements. The Company's website serves as a comprehensive source of information, providing details on the Company's business operations, Board of Directors, Board Committees, Management team, and General Meetings.

In addition, annual reports, quarterly financial reports, and other key disclosures are regularly published on the Investor Relations page of our website in accordance with regulatory standards.

All General Meetings of the Company are convened following the issuance of prior notice and the publication of relevant documentation, including the Notice and Agenda, Financial Statements, Directors' Report, minutes of previous General Meetings, and any other pertinent materials.

Shareholders are duly informed of the matters to be considered at these meetings. Where additional clarification is required, the Board of Directors, Management, and External Auditors are available during the meetings to address shareholders' questions and concerns.

Furthermore, our contact details are made available on our website to facilitate effective communication. The Investor Relations function is responsible for managing shareholder and stakeholder inquiries and ensures that all queries are addressed in a timely and appropriate manner.

Mechanism to Raise Concerns

We have established multiple mechanisms to enable stakeholders, including Shareholders, customers, employees, and suppliers to conveniently reach us and raise their concerns. These mechanisms are designed to assure stakeholders that their concerns will be addressed confidentially and without bias or undue influence.

Safeguarding the interests of our customers remains a top priority. In line with this commitment, the Customer Grievance Policy provides multiple channels for lodging complaints, including through our call center, email, postal mail, social media platforms such as Facebook and Twitter, our online chat service, or by visiting any of our OECs.

Additionally, a Whistleblowing form is made available on our website to allow individuals to report suspected misconduct, unethical behavior, or breaches of applicable laws and regulations. All reports are handled confidentially and are thoroughly investigated under the oversight of the Chief Internal Audit. For stakeholder reference, the Whistleblowing Policy is also published on the Company's website.

SAFEGUARDING OUR CUSTOMERS

At Ooredoo Maldives, the privacy, security, and trust of our customers are at the heart of how we operate. As a leading telecommunications and digital service provider in a geographically dispersed island nation, we handle significant volumes of personal and business data while delivering essential mobile, internet, fixed broadband, and digital services across the Maldives.

Cybersecurity Architecture & Risk Management

Ooredoo Maldives takes a proactive and layered approach to cybersecurity. Security-by-Design principles are applied from the design stage to ensure privacy, security, and resilience requirements are assessed before new systems, services, or digital initiatives go live, and internal policies are aligned with the ISO 27001:2022 standard.

This helps prevent vulnerabilities early and supports the secure delivery of essential telecommunications and digital services across the Maldives.



Data Governance

Ooredoo Maldives is at an advanced stage of establishing a defined data governance scope and committee to oversee data governance practices across the organization.

Security Training & Awareness

In the Ooredoo Maldives, a minimum of four data privacy and information security training sessions is delivered annually to all employees through the KnowBe4 Security Awareness platform.

PERFORMANCE DATA



	UNIT	2023	2024	2025
Digital Enrichment				
Telecommunication network usage and subscriptions				
Number of wireless customers	Number	345,617*	357,177*	376,420
Number of wireline subscribers	Number	34,555*	37,078*	38,836
Number of broadband subscribers	Number	11,391*	10,636*	10,613
R&D and digital products				
Annual R&D budget as a percentage of total revenue	Percentage	0	0	0
Share of digital invoice payments from total payments	Percentage	93	92	87
Digitally offered products out of all products	Percentage	69.70	69.50	100
Percent of digitally acquired customer	Percentage	8	20	35
Community Care				
Local communities				
Amount of community investment	USD 000'	471.1	2,181.9	189.4
Total amount invested in the community as a percentage of revenues	Percentage	0.35	1.52	0.13
Number of CSR projects	Number	86	103	12
Total number of employees who volunteered	Number	30	30	53
Total number of employee volunteering hours	Hours	30	30	101
Number of volunteering days	Days	n/a	n/a	n/a
Direct economic value generated and distributed				
Revenues	USD 000'	135,979	142,858	143,697
Operating costs	USD 000'	65,660	71,182	67,732
Total employee wages and benefits	USD 000'	15,045	16,337	16,884
Payments to providers of capital	USD 000'	21,340	30,839	32,876
Amount of payments to the government	USD 000'	14,067	15,736	19,138

	UNIT	2023	2024	2025
Developing our People				
Workforce overview				
Total number of employees (excluding workers who are not employees)	Number	519*	525*	537
Total number of full-time employees	Number	380	384*	374
Female full-time employees	Number	102	100	102
Male full-time employees	Number	278	284*	272
Total number of part-time employees	Number	139	141	163
Female part-time employees	Number	75	73*	79
Male part-time employees	Number	64*	68*	84
Workers who are not employees	Number	0	0	0
Female workers who are not employees	Number	0	0	0
Male workers who are not employees	Number	0	0	0
Number of employees with disabilities	Number	0	0	0
Workforce by age				
Employees aged between 18–30 years	Number	166	176	217
Employees aged between 31–50 years	Number	325	321	301
Employees aged over 51+ years	Number	28	28	19
Percentage of employees under the age of 30 (%)	Number	44	46	58
Employment by category				
Total number of senior managers	Number	46	56*	60
Female senior managers	Number	9	14*	15
Male senior managers	Number	37	42*	45
Total number of middle managers	Number	94	104*	119
Female middle managers	Number	26	26	33
Male middle managers	Number	68	78	86
Total number of staff	Number	379	365	385
Female staff	Number	143	133	133
Male staff	Number	236	232	225

	UNIT	2023	2024	2025
New hires and turnover				
Total number of employees that joined the company	Number	103*	86*	80
New employee hires (males)	Number	47*	35*	40
New employee hires (females)	Number	56*	51*	40
Hires under 30 years old	Number	64	56	58
Hires between 30–50 years	Number	37	25	21
Hires over 50 years old	Number	2	5	1
Total number of employees that left the company	Number	55	74	68
Turnover rate	Percentage	14.5	19.3*	18
Parental leave				
Total number of employees that took parental leave	Number	22	18	8
Females that took parental leave	Number	14	9	5
Males that took paternal leave	Number	8	9	3
Females that returned to work after parental leave	Number	14	9	5
Males that returned to work after parental leave	Number	8	9	3
Total number of employees that returned to work after parental leave	Number	22	18	8
Return to work rate	Percentage	100	100	100
Nationalization				
Total number of national employees	Number	486*	495*	505
National female employees	Number	177	173	181
National male employees	Number	309	322	324
National full-time employees in senior management	Number			
Number of employees of other nationalities	Number	21	18	32
Nationalization across the workforce	Percentage	95	95	94
Senior management nationalization rate	Percentage	58	78	76

	UNIT	2023	2024	2025
Female representation				
Number of female employees	Number	178	173	181
Female employment rate	Percentage	34.3	33	33.7
Females in senior management	Number	9	14	15
Training and development				
Total number of training hours provided for full-time employees	Hours	14,441	17,964	17,769
Total number of training hours for females	Hours	7,671	5,917	3,726
Total number of training hours for males	Hours	6,770	12,047	14,044
Total number of training hours for senior management and above	Hours	949	1,622	4,061
Total number of training hours for middle management	Hours	2,459	3,875	5,296
Total number of training hours for staff	Hours	11,033	12,467	8,412
Average hours of training per full-time employee	Hours	38	47	48
Average hours of training per female employee	Hours	75	59	37
Average hours of training per male employee	Hours	24	43	52
Average hours of training per senior management employee	Hours	21	36	83
Average hours of training per middle management employee	Hours	27	40	45
Average hours of training per staff employee	Hours	28	34	21
Privacy training sessions offered to employees	Number	4	4	5
Performance Review				
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Total number of employees who received regular performance and career development reviews	Number	519	525	537

	UNIT	2023	2024	2025
Percentage of female employees who received performance reviews	Percentage	100	100	100
Percentage of male employees who received performance reviews	Percentage	100	100	100
Percentage of senior management employees who received performance reviews	Percentage	100	100	100
Percentage of middle management employees who received performance reviews	Percentage	100	100	100
Number of senior management employees who received performance reviews	Number	46	45	49
Number of middle management employees who received performance reviews	Number	90	97	119
Ratio of the basic salary and remuneration of women to men				
Total employee wages and benefits	USD 000'	2,812.39	3723.62	3850.46
Ratio of basic salary of women to men	Percentage	35.48	33.87	35.08
Ratio of remuneration of women to men	Percentage	33.6	26.61	30.47
Percentage of employee engagement	Percentage	100	100	100
Senior management	Percentage	32	30	33
Middle management	Percentage	23	24	25
Staff	Percentage	44	47	41
Total	Percentage	100	100	100
Discrimination				
Incidents of discrimination reported	Number	0	0	0
Incidents of discrimination reviewed	Number	0	0	0
Incidents of discrimination resolved	Number	0	0	0
Grievances				
Number of grievances filed in the reporting period	Number	0	0	0
Number of these grievance addressed or resolved	Number	0	0	0
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0

	UNIT	2023	2024	2025
Health and safety				
Fatalities as a result of work-related injury	Number	0	0	0
Work-related fatalities	Number	0	0	0
High-consequence work-related injuries (excluding fatalities)	Number	0	0	0
Recordable work-related injuries	Number	0	0	0
Total hours of H&S training provided to employees	Number	57	1,524	654
Average hours of H&S training per year per employee	Number	0.15	2.91	1.3
Total cost of HSE training	USD	7,827	7,467	5,768
Fatalities rate as a result of work-related injury	Percentage	0	0	0
Rate of work-related fatalities	Percentage	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	Percentage	0	0	0
Recordable work-related injuries rate	Percentage	0	0	0
Injury events relative to total workforce time	Percentage	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total number of hours worked by all employees	Hours	774,320	748,720	1,116,960
Number of hours worked for workers who are not employees	Hours	n/a*	n/a*	n/a
Workforce represented in joint management-worker H&S committee	Percentage	n/a	n/a	n/a
Percentage of employees covered by an occupational health and safety management system that has been audited or certified by an external party	Percentage	100	100	100
Percentage of employees covered by an occupational health and safety management	Percentage	100	100	100
Percentage of employees covered by an occupational health and safety management system that has been internally audited	Percentage	100	100	100

	UNIT	2023	2024	2025
Collective bargaining				
Percentage of total employees covered by collective bargaining agreements	Percentage	0	0	0
Emissions & Energy				
Direct energy consumption (Fuels, Petrol and Diesel)	Liters	456,200	852,904	777,220
Indirect energy consumption (Electricity consumption)	kWh	25,980,763	30,028,047	10,351,612***
Direct GHG emissions (Scope 1)	tCO2e	3,677	2,132	1,920
Scope 1: Fuel – Diesel	Litres	n/a	392,904	308,898
Scope 1: Fuel – Petrol	Litres	456,200	460,000**	468,322
Scope 1: Fugitives gases	Kg	n/a	n/a	0.95
Scope 1: Fuels	Kg CO2e	n/a	n/a	1,918,325
Scope 1: Fugitives gases	Kg CO2e	n/a	n/a	2,143
Indirect GHG emissions (Scope 2) – Location based	tonnes CO2e	n/a	n/a	4,765***
Indirect GHG emissions (Scope 2) – Market based	tonnes CO2e	20,425	21,902	4,761***
Scope 2: Electricity	kWh	25,980,763	30,028,047	10,360,022***
Scope 2: Electricity (Renewable)	kWh	n/a	n/a	8,410****
Scope 2: Electricity (Location based)	Kg CO2e	n/a	n/a	4,764,678
Scope 2: Electricity (Market based)	Kg CO2e	n/a	n/a	4,760,810
Indirect GHG emissions (Scope 3) – Location based	tonnes CO2e	n/a	n/a	17,125
Indirect GHG emissions (Scope 3) – Market based	tonnes CO2e	n/a	n/a	17,124
Scope 3: Purchases Good & services	Kg CO2e	n/a	n/a	3,639,255
Scope 3: Purchases Good & services (Water)	Kg CO2e	n/a	n/a	1,511
Scope 3: Capital Goods	Kg CO2e	n/a	n/a	10,187,723
Scope 3: Fuel and Energy related activities (Electricity) – Location Based	Kg CO2e	n/a	n/a	1,132,874
Scope 3: Fuel and Energy related activities (Electricity) – Market Based	Kg CO2e	n/a	n/a	1,131,955
Scope 3: Fuel and Energy related activities (Fuels)	Kg CO2e	n/a	n/a	476,883

	UNIT	2023	2024	2025
Scope 3: Waste generated in operations (Waste)	Kg CO2e	n/a	n/a	4,587
Scope 3: Waste generated in operations (Water)	Kg CO2e	n/a	n/a	1,349
Scope 3: Business travel	Kg CO2e	n/a	n/a	361,176
Scope 3: Employee Commuting	Kg CO2e	n/a	n/a	55,848
Scope 3: Use of sold products	Kg CO2e	n/a	n/a	1,263,286
Scope 3: End of life treatment of sold products	Kg CO2e	n/a	n/a	37
Total GHG emissions (Location Based)	tonnes CO2e	n/a	n/a	23,810
Total GHG emissions (Market Based)	tonnes CO2e	24,102	25,202	23,805
GHG emissions intensity (Location Based)	tonnes CO2e/total employees	n/a	n/a	44.3
GHG emissions intensity (Market Based)	tonnes CO2e/total employees	46.6	48.0	44.3
Climate Change and Energy				
Sites converted to commercial power	Number	0	0	0
Sites converted to hybrid model	Number	0	20	0
Number of sites converted from COWs to RDM	Number	0	0	0
Carbon Credits				
Total volume of carbon credits cancelled outside the value chain	Number	0	0	0
Planned volume of carbon credits to be cancelled outside the value chain	Percentage	0	0	0
Resource efficiency in product design				
Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples	Number	0	0	0
Resource Management				
Percentage of offices ISO 14001 certified	Percentage	n/a	n/a	n/a
Product end-of-life management				
Materials recovered through take back programs	Tonnes	n/a	n/a	n/a

	UNIT	2023	2024	2025
Percentage of recovered materials that were reused	Percentage	n/a	n/a	n/a
Percentage of recovered materials that were landfilled	Percentage	n/a	n/a	n/a
Percentage of recovered materials that were recycled	Percentage	n/a	n/a	n/a
Water				
Water supplied	Litres	n/a	5,475,000	7,896,000*****
Water discharged	Litres	n/a	5,475,000	7,896,000
Water supplied intensity	m3/total employees	n/a	10.5	14.7
Waste				
Total waste generated	Kg	214,060	n/a	8,983
Total waste generated – Batteries	Kg	n/a	n/a	115
Total waste generated – Household residual waste	Kg	n/a	n/a	5,493
Total waste generated – WEEE mixed	Kg	n/a	n/a	190
Total waste generated – Paper and board – mixed	Kg	n/a	n/a	1,579
Total waste generated – Plastic	Kg	n/a	n/a	1,606
Ethical Economic Opportunity				
Board of directors				
Total number of Board members	Number	8	8	8
Male members of the Board of Directors	Number	4	4	5
Female members of the Board of Directors	Number	4	4	3
Independent Board members	Number	5	5	6
Non-independent Board members	Number	3	3	2
Percentage of independent Board member	Percentage	63	63	75
Total number of training hours delivered to board members	Hours	28	32	32

	UNIT	2023	2024	2025
Number of sustainability/ESG training hours provided to the Board of Directors	Hours	n/a	n/a	4
Prevention of corruption				
Total number of operations assessed for risks related to corruption	Number	0	0	0
Percentage of operations assessed for risks related to corruption	Percentage	0	0	0
Total number of confirmed incidents of corruption	Number	0	0	0
Convictions for violation of anti-corruption and anti-bribery laws	Number	0	0	0
Total number of confirmed incidents of corruption in which employees were dismissed or disciplined for corruption	Number	0	0	0
Total number of confirmed incidents of corruption when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0
Total number of governance body members that received training on anti-corruption	Number	0	0	0
Total number of training on anti-corruption given to senior management and above	Number	0	0	0
Total number of employees that received training on anti-corruption	Number	0	0	0
Business ethics and conduct				
Total number of governance body members that the organization's anti-corruption policies have been communicated to	Number	8	8	8
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	100	100	100
Total number of critical concerns that were communicated to the highest governance body during the reporting period	Number	n/a	n/a	n/a
Data privacy				
Users/customers whose information is used for secondary purposes	Number	0	0	0
Number of attempted cyberattacks	Number	30000	5	0

	UNIT	2023	2024	2025
Number of actual cyberattacks	Number	0	5	0
Number of data breaches	Number	0	0	0
Annual total compensation ratio				
Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	Percentage	n/a	n/a	n/a
The ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees	Percentage	n/a	n/a	n/a
Competitive behavior & open internet				
Average actual sustained download speed in megabits per second of non-associated content	Mbps	n/a	n/a	n/a
Average actual sustained download speed in megabits per second of owned and commercially-associated content	Mbps	n/a	n/a	n/a
Compliance with laws and regulations				
Number of significant instances of non-compliance where non-monetary sanctions were incurred	Number	0	0	0
Number of significant instances of non-compliance where monetary sanctions and fines were incurred	Number	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in previous reporting periods	USD 000'	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in the current reporting period	USD 000'	0	0	0
Monetary losses as a result of legal proceedings associated with anti-competitive behavior	USD 000'	0	0	0
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of antitrust and monopoly legislation in which the organization has been identified as a participant	Number	0	0	0

	UNIT	2023	2024	2025
Safeguarding Customers				
Customer satisfaction				
Customer satisfaction results	Percentage	84	83	88
Percentage of customers actively responding to the survey	Percentage	53	51	55
Customer complaints received through communication channels	Number	29,238	30,024	26,517
Percentage of customer complaints that were answered	Percentage	100	100	100
Resolved issues that were raised through the complaint channel	Percentage	99.76	100	100
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	0	0	0
Total number of identified leaks, thefts or losses of customer data	Number	0	0	0
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	0	0	0
Customer interruptions and service downtime				
System average interruption frequency	Number	n/a	n/a	0
System average interruption duration	Number	n/a	n/a	n/a
Customer average interruption duration	Number	n/a	n/a	n/a
Responsible marketing				
Percentage of significant product or service categories covered by and assessed for compliance with such procedures	Percentage	0	0	0
Cybersecurity and data breaches				
Data breaches involving personally identifiable information (PII)	Number	0	0	0
Users affected	Number	0	0	0
Account holders affected by data breaches	Number	0	0	0
Law enforcement requests				
Number of law enforcement requests of user information and customer information	Number	n/a	n/a	n/a

	UNIT	2023	2024	2025
Number of customers/users whose information was requested	Number	n/a	n/a	n/a
Supply Chain				
Total number of suppliers engaged	Number	2,590	2,642	2,853
Total number of local suppliers engaged	Number	1,962	1,942	2,069
Total procurement spending	USD 000'	46,769	37,715	46,700
Procurement spending on local suppliers	USD 000'	15,369	8,556	9,694
Percentage of spending on local suppliers	Percentage	33	2	21
Percentage of local suppliers	Percentage	76	74	73
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0
Number of suppliers with which relationships were terminated as a result of audit	Number	0	0	0
Percentage of suppliers that were screened using social criteria	Percentage	27	24	15
Percentage of suppliers that were screened using environmental criteria	Percentage	7	12	12

** Figures have been restated to reflect enhancements in reporting methodology and expanded data boundaries, improving overall accuracy and completeness*

***In 2024, petrol was double counted and reported in operations. For 2025, petrol is reported only under vehicles and there is no material stationary petrol consumption. Scope 1 direct emissions for 2024 were updated accordingly.*

****In 2025, figure is based on actual electricity bills collected and verified. Lower figures mainly reflect improved data accuracy versus prior reporting*

*****The renewable electricity for Ooredoo Maldives in previous years had validation issues from manual data collection*

******In 2025 increase in water consumption is mainly due to better capture of water invoices across all locations, improving completeness and accuracy*

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