

VOYAGES.

THE MAGAZINE OF QATAR GAS TRANSPORT COMPANY LTD. (NAKILAT)

NAKILAT QATAR | ISSUE 33 | DECEMBER 2025

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CORPORATE SCORECARD 2025

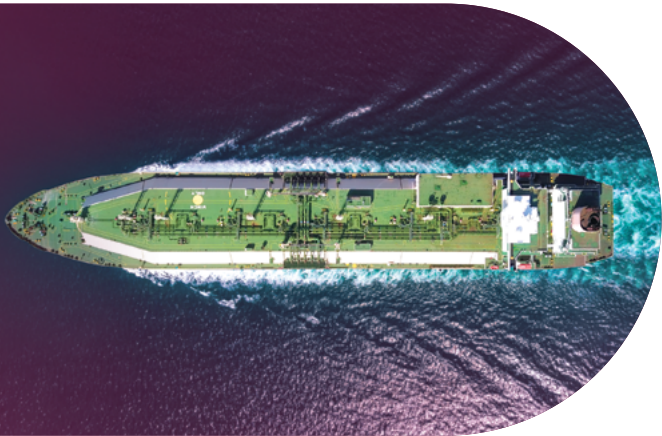
FLEET PERFORMANCE

From Q1-Q3 2025






Nakilat wholly and jointly owns

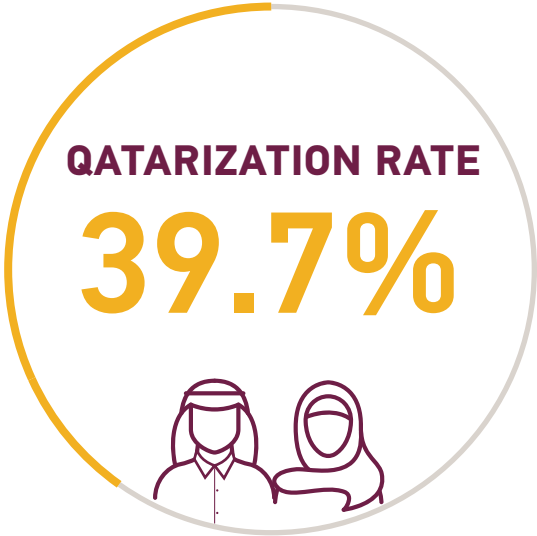
72 VESSELS

- 69 LNG - Ranging from 145,000 - 266,000 cbm
- 2 VLGC - LPG carrier 82,500 cbm
- 1 FSRU - 151,000 cbm



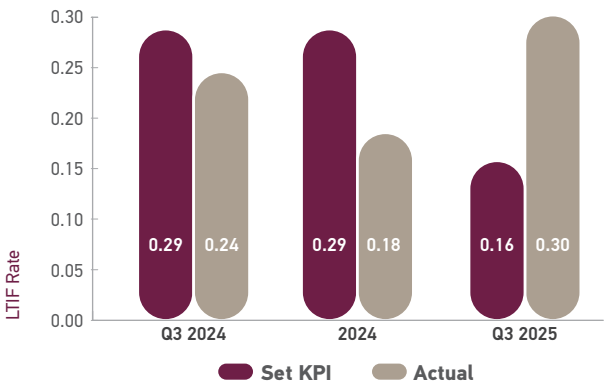
OPERATIONS STATISTICS

| | | |
|---|--|-----------|
|  | Number of cargoes delivered | 608 |
|  | Estimated cargo volume (mln MT) | 44.32 |
|  | Ports of call worldwide | 903 |
|  | Global LNG shipping capacity | 11.4% |
|  | Estimated distance travelled nautical miles (nm) | 5,228,191 |



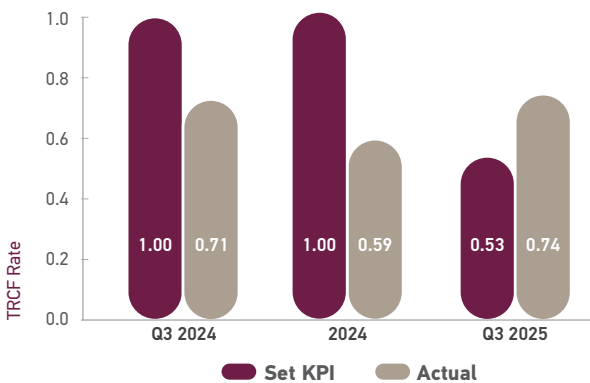
SAFETY PERFORMANCE

LTIF Performance 2024 - 2025



Lost Time Injury Frequency (LTIF)

TRCF Performance 2024 - 2025



Total Recordable Case Frequency (TRCF)

HIGHLIGHTS

Safety and Sustainability

3 Company Workshop/ Fleet Officers Meeting

Two recent events bring teams together to discuss new strategies and plan for the future.



4 NSW Achieves 17.18 Million LTI-Free Hours

Record-breaking safety achievements and industry-leading operational performance.

5 Qatar Shipyard Technology Solutions Earns fourth straight 5-Star Grading & Sword of Honour

Nakilat recognized for world-class safety, technical excellence and global best practice.

6 Building a Safer Workplace with Dropped Object Prevention Practices

Enhanced safety awareness and dropped-object controls for a safer workplace.

Operations and Field Work

6 FSRU Exquisite: New Operational Milestone

FSRU Exquisite achieves its 700th ship-to-ship cargo transfer milestone.

7 Qatar Shipyard Technology Solutions signs NFPS Offshore Fabrication and EPCI09 Contracts

Key agreements strengthen Nakilat's contribution to Qatar's energy ambitions.

8 Marking Key Shipbuilding Milestones

Multiple steel cutting and keel laying ceremonies were held in Korea.



Innovation and Process

8 Shanghai Hudong and Shanghai Harvest MOU

Qatar Shipyard signs MOU with marine valve manufacturers and insulation systems specialists.

9 Nakilat Meets EU Emissions Carbon Compliance Standards

Achievement reinforces the company's position as a pioneering leader in the maritime industry.



10 MoU with WinGD/Saudi Maritime and Logistics Congress 2025

Strategic partnership advances sustainable technologies; Nakilat innovation showcased in Dammam.

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Stage set for partnership focused on innovation and sustainability in the maritime sector.

12 Internal Audit completes first External Quality Assurance review

Dept. meets international benchmark for quality, consistency and credibility in internal auditing.

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One sailor's remarkable ascent from deckhand to Head of Operations.

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A path in the maritime industry is marked by perseverance and personal growth.

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Deepening cultural awareness and strengthening the employee experience.

18 Nurturing Qatar's Future Marine Leaders

New group of Marine Cadets pursue Marine Engineering and Nautical Science in the UK.

19 Marine Cadets Initiatives/Newton High School Career Fair

New group of Marine Cadets pursue Marine Engineering and Nautical Science in the UK.

20 Health & Wellness Campaign/Little Employee Day

Promoting well-being and strengthening family connections across Nakilat.

21 New Joiners

Welcoming new colleagues across the organization.



CEO MESSAGE

Eng. Abdullah Al-Sulaiti
Chief Executive Officer

As we approach the end of the final quarter of 2025, I would like to reflect on the collective strength that continues to define Nakilat. This year has brought its share of global and industry challenges, including tightening environmental regulations, evolving market conditions, and increasing workforce pressures. Yet, our teams at sea and ashore have responded with professionalism, focus and resilience. Our people remain the foundation of our success.

Strengthening Our Culture of Safety and Capability

Across our fleet, shipyards, and offices, our safety culture continues to go beyond compliance and is becoming second nature to our people. This mindset shapes our daily decisions and guides how we work together. This was evident once again at the recent Fleet Officers Meeting, where ship and shore teams reinforced transparent reporting, shared responsibility and the behaviours that protect lives and strengthen performance.

People and capability development remain two of our central priorities. A case in point is the Memorandum of Understanding signed between Nakilat and the University of Doha for Science and Technology to support several programs including the Marine Engineering Technology program, marking an important step toward

developing Qatar's next generation of maritime leaders. Collaborations such as maritime scholarship programs and new cadet initiatives reflect our long-term commitment to shaping a skilled and future-ready national workforce, aligned with the demands of our expanding fleet.

Charting a Course for Expansion

Strategically, Nakilat is entering a decisive growth phase. Eighteen of our 40 new vessels are scheduled for delivery by 2027, with recent steel-cutting ceremonies in Korea signalling continued progress. The completion of long-term financing for 25 LNG carriers has progressed well, which further strengthens our ability to compete successfully in the market. Our financial performance continues to be exceptional, with the first half of 2025 recording a year-on-year net profit growth of 3.7%, demonstrating the effectiveness of our disciplined approach to operations, cost management and asset reliability.

At the same time, our industry relationships continue to expand. Recent agreements with global partners in engineering, energy systems and marine technology reflect our readiness to embrace innovation and advance sustainable solutions for the long term.

These partnerships position us well as the energy transition accelerates and decarbonization enters a period of reflection and recalibration across the global maritime sector and Qatar's wider energy ecosystem.

Priorities That Drive Us Forward

Looking ahead, our priorities remain clear: anticipating customer needs, responding faster and owning outcomes, end-to-end. Safety, customer centricity, operational excellence and cost discipline will continue to guide every decision we make. I encourage everyone, across vessels, shipyards, joint ventures, and offices, to improvise and keep contributing with ideas, solutions and a spirit of collaboration.

I remain confident in our collective strength to scale, innovate and lead our industry forward. Together, we are shaping the future of LNG shipping – with purpose, pride and unwavering commitment.

Thank you all for your hard work this past year.

Beyond Horizons: Shaping the Future Together

Our recent Company Workshop served as a powerful reminder of what becomes possible when we gather with open minds and a shared purpose.

Colleagues from every corner of the organization recently gathered for our Company Workshop 2025, a one-day event of collaborative problem-solving and future-focused conversations.

Built around the five central themes of Customer Centricity, Talent, Change,

Collaboration, and Innovation, this event saw participants bringing fresh ideas to the table, sparking thoughtful dialogue. The workshop renewed our collective sense of direction, strengthened connections across teams, and ignited a shared commitment to move forward with clarity and confidence.

This workshop once again highlighted the momentum that defines Nakilat and positions us to shape a future where our people, our customers, and our company continue to grow, innovate, and thrive together.



Sharing insights that set the tone for the day's conversations.

Fleet Officers Meeting 2025 – Shaping Tomorrow Together

Nakilat's second biannual Fleet Officers Meeting of 2025 focused on strengthening safety, operational excellence and collaboration between fleet and shore teams.



Collaboration in action: Fleet and shore staff tackle industry challenges side-by-side at the Fleet Officers Meeting 2025.

Nakilat's second biannual Fleet Officer Meeting (FOM) for the year, themed 'Shaping Tomorrow Together', brought fleet and shore teams together for three days of collaboration, conversation, and hands-on learning.

Participants engaged in sessions that combined practical workshops, policy discussions, and Health, Safety, and

Environment (HSE) knowledge exchanges, all designed to strengthen transparency, accountability and the company's safety culture.

Fleet and shore staff tackled challenges side by side, from incident-reporting simulations to department roundtables, highlighting the critical role of teamwork, professionalism and shared responsibility

in keeping operations safe and reliable.

The meeting also cast a spotlight on the future, exploring customer-centric approaches, operational excellence, and the evolving demands of liquefied natural gas (LNG) shipping.

These sessions showcase professionalism, teamwork, and a shared commitment to continuous improvement, ensuring Nakilat remains safe, reliable and poised to thrive in a rapidly evolving maritime landscape.

The meeting also cast a spotlight on the future, exploring customer-centric approaches, operational excellence, and the evolving demands of LNG shipping.

NSW Achieves 17.18 Million LTI-Free Hours and Further Noteworthy Milestones

Record-breaking injury-free hours, industry-leading operational growth, and new benchmarks in cost control are just a few highlights from a remarkable quarter for NSW.

Safety standards front and center

- A milestone worth celebrating: The NSW team's unwavering focus on safety has delivered 17.3 million Lost Time Injury (LTI)-free hours. It is a remarkable achievement and testament to our commitment to safe operations.
- The NSW team has also aced the QatarEnergy Fire Department's rigorous audit, achieving full compliance, securing a valid Fire Safety Certificate, and affirming our steadfast commitment to safety.
- Our safety leadership has been further confirmed as the NSW team took home six coveted Safety Observation Card awards for their exemplary vigilance in Ras Laffan operations this year.



Professionalism on display as the NSW team celebrates its achievements in maintaining a safe work environment.

Operations leading the maritime industry

- With towage operations up 2.6% year-to-date, we are poised to surpass the 14,000 harbor tug jobs record set by the company last year.

- Our fleet also delivered an impressive 98.97% uptime, keeping operations seamless and clients fully supported.

Reflect on the important things



NSW staff pause to observe Global Safety Day and celebrate a culture of care.



- NSW proudly celebrated Global Safety Day on September 11th, championing the theme 'Looking Out For Each Other' and fostering a culture of care and collaboration across our teams.

Technical achievements setting new standards

- We successfully completed dry dockings for three tugboats and a pilot boat and three line boats, demonstrating our dedication to efficiency and cost control.
- Our 30-class lineboat fleet is currently undergoing the Bureau Veritas Class acceptance process, reinforcing our commitment to operational excellence and future growth.



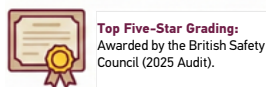
Our tugboats and pilot boat take center stage in the dry dock, ensuring peak performance for future operations.

Qatar Shipyard Technology Solutions Secures Fourth Straight BSC Five-Star Safety Grading



FOUR YEARS OF FIVE-STAR SAFETY

THE ACHIEVEMENT



Top Five-Star Grading:
Awarded by the British Safety Council (2025 Audit).

4 Consecutive Years
Maintained top-tier performance from 2022–2025.



WHAT IT SIGNIFIES



More Than Rules:
Proves safety is central to our culture.



A Proactive and Evolving Approach: Adapting to meet new industry expectations.

Qatar Shipyard Technology Solutions has once again earned the prestigious Five Star grading in the British Safety Council's (BSC) Occupational Health and Safety Audit 2025, marking the company's fourth consecutive year at the top of this internationally recognized benchmark.

The Five-Star distinction reflects more than regulatory compliance – it demonstrates an organization with safety excellence deeply embedded in its culture. Maintaining this rating across four years demonstrates not only consistent performance, but a proactive approach to health and safety that keeps evolving in lockstep with industry standards and expectations.

Qatar Shipyard Technology Solutions Wins Fourth Consecutive BSC Sword of Honour

Securing this outstanding distinction repeatedly highlights Qatar Shipyard Technology Solutions' sustained excellence in health, safety and well-being.

Qatar Shipyard Technology Solutions has once again earned the British Safety Council's (BSC) prestigious Sword of Honour for 2025, marking the company's fourth year in a row receiving this elite global recognition.

The award is reserved for organizations that achieve a Five Star rating in the BSC Best Practice Audit, following a rigorous independent evaluation by the Council's adjudicators. Securing this outstanding distinction repeatedly highlights Qatar Shipyard Technology Solutions' sustained excellence in occupational health, safety and well-being.

Hearty congratulations to the entire team. This milestone reflects the collective discipline, vigilance and professionalism of all involved. A continued dedication and commitment to maintaining world-class safety standards has maintained Qatar Shipyard Technology Solutions' rightful place as an industry leader in health and safety performance.



Four Years of Safety Leadership: Qatar Shipyard Technology Solutions' Sword of Honour



The Award:
4th Consecutive Sword of Honour (2025) from the British Safety Council.



Sword of Honour



Strict Evaluation:
Earned only by passing a Five Star audit plus a final independent review.

Sustained Excellence:
Proves our consistent leadership in world-class safety standards.



"A Collective Achievement"
This milestone reflects the collective discipline, vigilance, and professionalism of the entire team.

Building a Safer Workplace with Dropped Object Prevention Practices

Nakilat Korea Office successfully launched the Dropped Object Prevention Campaign, reinforcing safe tool-handling practices and enhancing worksite safety across indoor and outdoor operations at the Nakilat HHI site. As part of the campaign, 300 tool

lanyards were procured to support effective dropped-object prevention measures.

The initiative strengthens safety awareness, minimizes the risk of dropped objects, and supports a safer working environment

for all personnel. Further distribution and monitoring will continue to ensure full implementation and sustained compliance across all scaffolding activities.



The Nakilat Korea Office team marks the successful launch of the Dropped Object Prevention Campaign.

FSRU Exquisite: New Operational Milestone



The FSRU Exquisite crew marks the vessel's 700th ship-to-ship cargo transfer.

The FSRU Exquisite has marked a significant milestone with the successful completion of its 700th ship-to-ship (STS) cargo transfer, a testament to its safe, reliable, and consistent operations. Operating at Pakistan's Port Qasim, the FSRU Exquisite plays a vital role in the

country's energy mix, supplying up to 15% of Pakistan's daily natural gas demand through dependable LNG regasification services. The vessel is jointly owned by Nakilat and Excelsior Energy, combining global expertise in LNG shipping, floating storage, and regasification.

The 700th STS milestone reflects the strength of this collaboration and underscores FSRU Exquisite's continued contribution to regional energy security and uninterrupted gas supply.

Qatar Shipyard Technology Solutions Secures Key Fabrication Contract in North Field COMP3 Project



The Senior Leadership and Management Team of Qatar Shipyard Technology Solutions and representatives from SAIPEM at the contract signing ceremony.

Qatar Shipyard Technology Solutions has secured a key fabrication contract for Saipem's North Field Production Sustainability Offshore Riser Platforms and Intrafield Pipelines Project – COMP3.

The award underscores the company's rising influence in the region's energy landscape, reinforcing its reputation for delivering high safety and quality performance. It also highlights Qatar

Shipyard Technology Solutions' growing contribution to the State of Qatar's long-term energy security and its ambitious objectives.

Qatar Shipyard Technology Solutions Secures RUYA Batch 1 Fabrication Contract

Qatar Shipyard Technology Solutions has been awarded the RUYA Batch 1 (EPCI09) fabrication contract by COOEC for the Al Shaheen Field. This important contract represents a significant addition to the

company's growing portfolio of projects.

The award also strengthens Qatar Shipyard Technology Solutions' role in supporting the nation's offshore development and

reflects the trust placed in its ability to deliver with safety, precision and unwavering operational integrity.

This key contract milestone marks another step forward in our ongoing collaboration with industry partners and our commitment to advancing Qatar's energy ambitions.



Qatar Shipyard Technology Solutions secures the RUYA Batch 1 fabrication contract, marking a key milestone in its growing project portfolio.

This important contract represents a significant addition to the company's growing portfolio of projects.

Marking Key Shipbuilding Milestones

Multiple steel cutting and keel laying ceremonies were held in Korea, that marked important progress in the construction of Nakilat’s next-generation fleet.



Keel Laying Ceremony H2585, Hanwha Ocean



Steel Cutting Ceremony H3479, Hyundai Heavy Industries



Steel Cutting Ceremony H2588, Hanwha Ocean

Strengthening Global Maritime Partnerships Through International Collaboration



The new partnership reinforces Qatar Shipyard Technology Solutions’ commitment to global collaboration.

Qatar Shipyard Technology Solutions has signed a Memorandum of Understanding with Shanghai Hudong Marine Valve

Manufacturing Co. Ltd., marking a new collaboration to advance marine valve solutions and technical capabilities.

The partnership focuses on technical support for valve selection, installation and commissioning, maintenance and emergency replacement services to enhance reliability, and hands-on training to strengthen safety awareness and compliance with international standards.

This collaboration reflects Qatar Shipyard’s commitment to global partnerships that enhance technical expertise and support high-quality marine engineering solutions.

Qatar Shipyard also signed a Memorandum of Understanding with Shanghai Harvest Technology Co. Ltd., a specialist in advanced insulation systems for cryogenic applications and IMO-type tanks.

The partnership brings together complementary expertise in engineering, materials production, onboard installation and commissioning of complex cryogenic insulation systems, strengthening technical capabilities across ship repair and offshore projects.

This collaboration supports Qatar Shipyard’s focus on delivering reliable, future-ready solutions for the global maritime industry.



Nakilat Meets EU Emissions Trading System Maritime Carbon Compliance Requirements

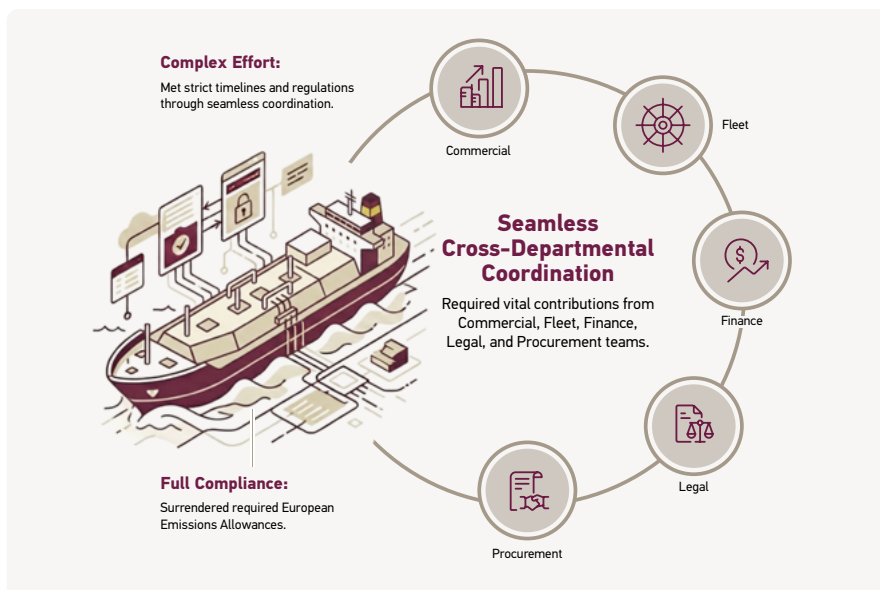
Nakilat's Commercial and Business Development Department, working alongside our Fleet, Finance, Legal and Procurement teams, completed the procurement and surrender of European Emissions Allowances during the previous quarter.

This achievement places the company in compliance with the updated EU Emissions Trading System (ETS) regulations, which came into effect on January 1, 2024.

Considering the complexity of this regulatory requirement, the process featured stringent timelines that called for seamless coordination across all departments involved. Critical support and vital contributions from every team were central to delivering the project successfully and on time.

The EU ETS was updated last year to include the maritime industry, making it the first EU-wide regulatory framework requiring maritime operators to purchase tradeable carbon allowances on the European Energy Exchange.

Completing this project sets an important precedent for Nakilat's future environmental compliance efforts and reinforces the company's position as a pioneering leader in the maritime industry. It reflects not only Nakilat's commitment to environmental responsibility but also highlights its adaptability to a dynamic global regulatory framework.



Completing this project sets an important precedent for Nakilat's future environmental compliance efforts and reinforces the company's position as a pioneering leader in the maritime industry.



The process featured stringent timelines that called for seamless coordination across all departments involved.

Qatar Shipyard Technology Solutions Partners with Sustainable Energy Systems Innovators WinGD



A new partnership between Qatar Shipyard Technology Solutions and WinGD aims to drive efficiency, sustainability, and innovation across the maritime sector.

Qatar Shipyard Technology Solutions has entered into a strategic partnership with WinGD through the signing of a Memorandum of Understanding (MoU), signaling a new chapter of collaboration in the maritime sector.

The partnership will concentrate on maritime engineering and technical services, vessel maintenance, repair and overhaul, as well as ship conversions, retrofits, and upgrades. By combining Qatar Shipyard Technology Solutions proven expertise in ship repair with

WinGD's cutting-edge, eco-friendly engine technology, the collaboration aims to set new benchmarks in operational efficiency and sustainability.

This alliance is designed to strengthen regional maritime capabilities, foster knowledge sharing and accelerate the adoption of innovative solutions across the industry.

The partnership will concentrate on maritime engineering and technical services, vessel maintenance, repair and overhaul, ship conversions, retrofits and upgrades.

Qatar Shipyard Technology Solutions Showcases Innovation at Saudi Maritime and Logistics Congress 2025

Qatar Shipyard Technology Solutions showed a strong presence at the Saudi Maritime and Logistics Congress 2025 in Dammam in October, successfully showcasing its latest advancements in maritime technology and engineering.

The congress offered the team a valuable opportunity to highlight our capabilities, explore new avenues for collaboration and connect with key industry voices shaping the future of the region's maritime sector.

Thank you to everyone who visited our booth and engaged with our team. Your insights and conversations contributed to a productive and inspiring event. We look forward to building on this momentum as we continue to advance maritime innovation and excellence in the future.



Qatar Shipyard Technology Solutions successfully showcases its latest advancements in maritime technology and engineering at the Saudi Maritime and Logistics Congress 2025.

The congress offered the team a valuable opportunity to highlight our capabilities and explore new avenues for collaboration.

Qatar Shipyard Technology Solutions and Siemens Energy Forge New Collaboration Focused on Innovation and Sustainability

Qatar Shipyard Technology Solutions has signed a Memorandum of Understanding (MoU) with Siemens Energy, setting the stage for a forward-looking partnership focused on innovation and sustainability in the maritime sector.

The collaboration brings together Siemens Energy's strength in modernizing energy systems – including emissions reduction, efficiency gains, and emerging e-fuel technologies – with Qatar Shipyard Technology Solutions' proven capabilities in ship repair, conversion and marine and offshore engineering. United by shared priorities of performance, innovation and environmental responsibility, the two companies will explore opportunities across several strategic areas:

- Conversion and upgrades of existing maritime vessels.
- Joint detailed engineering and design support.
- Offshore and subsea fabrication and construction.
- Technology-driven enhancements for shared customers.

By combining complementary expertise, this partnership aims to deliver practical, future-ready solutions that advance both maritime operations and the broader energy transition.



The collaboration brings together Siemens Energy's strength in modernizing energy systems with Qatar Shipyard Technology Solutions' proven capabilities.



The collaboration brings together Siemens Energy's strength in modernizing energy systems with Qatar Shipyard's proven capabilities.

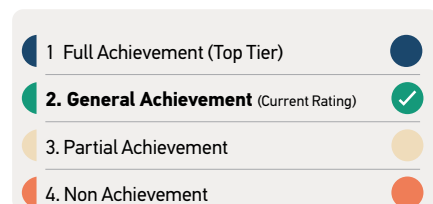
Internal Audit Marks External Quality Assurance Milestone

Nakilat's Internal Audit Department completed its first External Quality Assurance (EQA) review, meeting the 'General Achievement' standard rating, underscoring its world-class efficiency, effectiveness and professionalism.

Conducted independently by a third party audit firm, the review assesses how closely Nakilat's Internal Audit (IA) function conforms with the Global Internal Audit Standards (GIAS), the international benchmark for quality, consistency and credibility in internal auditing. It also entails a maturity assessment effectiveness report.

The main goal of an EQA review is to ensure that the department's strategy, operations and processes remain robust, transparent, and value-driven. Beyond that, the EQA serves an additional vital role of strengthening stakeholder trust and encouraging continuous improvement.

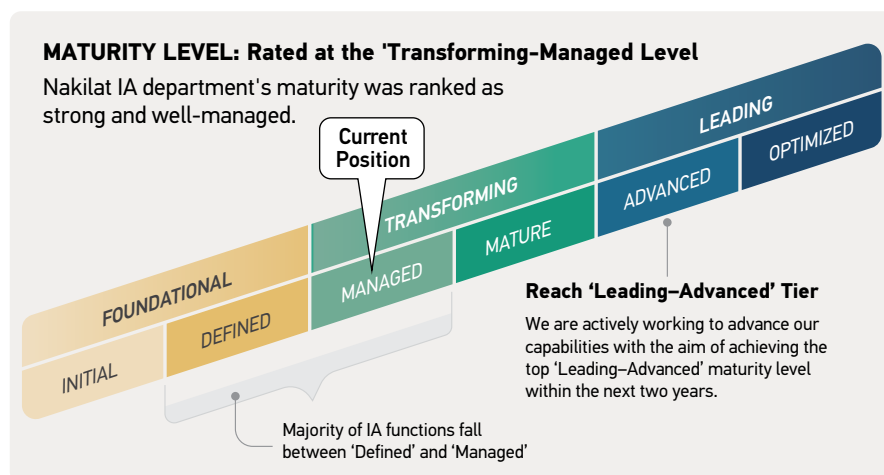
EQA REVIEW: Achieved 'General Achievement' Standard



The review determined that Nakilat's Internal Audit Department reaches a 'General Achievement' under the requirements of the GIAS, the second-highest rating an IA function can receive under the standards.

Maturity Assessment

As part of the engagement, EQA reviewer applied its IA in a 3D framework to evaluate Nakilat's Internal Audit function's maturity. The assessment placed the department at the 'Transforming-Managed' level, a strong position that indicates the department is becoming more sophisticated. The department now aims to reach the 'Leading-Advanced' tier within the next two years.



Peer Benchmarking

The EQA reviewer also benchmarked the Internal Audit function using the Institute of Internal Auditors' (IIA) Benchmarking Hub. This is a proprietary dashboard designed to evaluate IA performance across more than 20 key performance indicators (KPIs).

SEVERAL HIGHLIGHTS EMERGED:

- Despite operating with a slightly smaller team than the peer average, Nakilat's Internal Audit Department goes above and beyond in its performance, with higher training hours and stronger professional certifications than many of its peers. This is particularly true in terms of Certified Internal Auditor (CIA) and Certified Information Systems Auditor (CISA) qualifications.
- Performance metrics are notably strong. The Nakilat IA function completed 100% of its audit plan on schedule, issued an average of five recommendations per audit (above the peer range of 1-4), and achieved a 100% closure rate on agreed action plans, compared to the peer average of 78%.
- Efficient delivery: Engagement completion times and the volume of assurance and advisory engagements fall well within – and in some cases exceed – typical peer ranges, indicating a well-functioning, efficient IA operation relative to the selected benchmarking group.

OPERATIONAL EXCELLENCE: Outperforming Peer Benchmarks

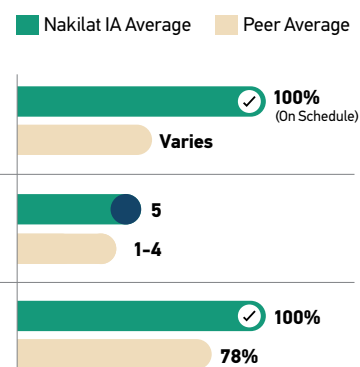
Lean & Skilled: We exceed peers in certifications and training even with a smaller team.

High Efficiency: Our delivery times and volume consistently match or beat peer standards.

Audit Plan Completion

Recommendations per Audit

Audit Plan Closure Rate



* EQA review conducted by PWC.

Derick Gomes: Navigating a Career at Sea and On Shore

From deckhand to Head of Operations, Captain Derick Gomes has charted a remarkable journey through the maritime world. His decades-long career reflects dedication, leadership and a deep commitment to safe and efficient shipping operations.



Hailing from the coastal state of Goa, India, Derick Gomes grew up with the sea as his playground and passion. In 1994, he made that passion a profession by joining the Merchant Navy, starting as a deckhand on a general cargo ship, visiting ports in the United States and South America.

Ambition and perseverance propelled him through the ranks, eventually joining Shell as a deck officer and later commanding the 'Al Ghuwairiya', one of Nakilat's largest liquefied natural gas (LNG) Q-Max vessels. Each step provided him with invaluable experience in leadership, operations and maritime safety.

After many years at sea, Derick transitioned ashore to share his invaluable knowledge and ensure the safe operation of ships. Joining Nakilat's office in Doha was a natural progression, where he initially worked as Marine Operations Superintendent and now serves as Head of Operations.

Nakilat's growth mirrored his own career trajectory. As a young company, Nakilat was building a motivated team to manage its fleet, and Derick played a key role in that effort. Today, he continues to navigate the challenges of a constantly evolving shipping industry, ensuring crews at sea receive the support they need while maintaining reliability for customers worldwide.

"Shipping is ever-changing, and our role is to ensure that both ships and crews are supported to operate safely and reliably."

7

Seven LNG vessels successfully transitioned to Nakilat's management under Derick's leadership.

Among the many highlights of his career, receiving a Letter of Appreciation from Nakilat's CEO stands out. In it Derick's pivotal role, in transitioning seven LNG vessels from Shell's management to Nakilat's in-house team is recognized – a milestone that reflects both operational success and the dedication of the people behind it.

Derick Gomes – Career Fast Facts

Joined Merchant Navy: **1994**

First Vessel: **General cargo ship**

Commanded: **'Al Ghuwairiya' (LNG Q-Max)**

Anchored in Loyalty: My 15-Year Journey with Nakilat

By Capt. Sandeep Sakuru, Master Mariner

From my first days as a Third Officer to commanding a Q-Max LNG vessel, my journey with Nakilat has been defined by growth, resilience and unwavering loyalty. Every voyage has shaped me as a mariner – and as a person.

I joined Nakilat in 2010 as a Third Officer in the liquefied natural gas (LNG) fleet, filled with ambition and a desire to learn. Those early years were an introduction not only to large-scale maritime operations but to a culture of precision, safety and collaboration. Working on LNG vessels with sophisticated systems, I quickly understood the importance of discipline and teamwork.

Each day presented opportunities to absorb knowledge, refine skills and take pride in being part of a fleet that plays a critical role in global energy transport. Ports, cargo operations, and shipboard routines became the building blocks of my professional growth, and every successful voyage reinforced my sense of purpose.

In 2013, I transitioned to the liquefied

petroleum gas (LPG) fleet, a move that challenged me to adapt to new vessels, technologies and operational practices. The LPG fleet presented its own rhythm and complexity, with different cargo capacities, ports of call, and safety procedures. Over the next 12 years, I experienced countless lessons and milestones, from navigating challenging weather conditions to coordinating intricate cargo operations.

The bonds formed with my colleagues during this period were remarkable; working closely with professionals from diverse backgrounds instilled in me the value of collaboration, mutual respect and shared responsibility. Together, we celebrated successes, solved complex operational challenges and forged friendships that transcended rank and nationality.

May 2025 marked another pivotal chapter when Nakilat offered me the opportunity to return to the LNG fleet through cross-training. This experience was both a homecoming and a transformation. Cross-training involved rigorous familiarization with LNG vessel systems, advanced navigation technologies, and updated safety protocols. It was demanding yet rewarding, reinforcing my technical expertise while allowing me to bring insights gained from the LPG fleet.



Capt. Sandeep Sakuru at the helm of a Q-Max LNG vessel, reflecting on 15 years of professional growth and loyalty with Nakilat.

15 years
of service
with Nakilat,
spanning LNG
and LPG fleets,
culminating in
command of a
Q-Max LNG
vessel.



Soon after completing the program, I assumed command of a Q-Max LNG vessel, a milestone that symbolized the culmination of years of dedication, learning, and mentorship. Standing at the helm, I felt the weight of responsibility, the pride of achievement and the honor of guiding a vessel that represents Nakilat's commitment to excellence in energy transport.

As I continue this journey, I carry forward lessons from every stage of my career: the discipline and foundational skills from my early LNG service, the adaptability and resilience cultivated in the LPG fleet, and the enduring loyalty that has guided me throughout. Each voyage reminds me that success at sea

is never solitary; it is built on teamwork, trust, and shared commitment. To my colleagues past and present, and to Nakilat as a whole, I am grateful for your support, mentorship, and belief in every seafarer's potential.

The seas are vast, but with purpose, pride, and gratitude, there truly is no limit to how far we can go. My journey with Nakilat continues, fueled by experience, camaraderie and a commitment to excellence at every wave.

Capt. Sandeep Sakuru Timeline

2010: Joined Nakilat

2010–2013: LNG Fleet Service

2013–2025: LPG Fleet Service

Current Role: Master Mariner,
Q-Max LNG Vessel

Key Milestone: Cross-trained
to return to the LNG fleet to take
command

Interview Spotlight: Korea Expansion Project Inspector Eunjin Kim – Inspiring by Example

With an unwavering commitment and hands-on approach, HSE Inspector Eunjin Kim has spent more than a decade ensuring that every worker under her care makes it home safely. Over the years, she has earned a reputation for being more than just an inspector and has become a true safety role model.



Korea Expansion Project Inspector Eunjin Kim believes the best way to lead a team is to set the best example possible.

toolbox talks, inspecting safety conditions, and fostering open communication between teams. “The workers appreciate that we’re here every morning. It shows that we care and that we’re listening,” she adds.

Looking ahead, Eunjin believes safety teams will play an even greater role as technologies and sustainable practices shape the future of shipbuilding. “We’re not just enforcing policies; we’re building trust,” Eunjin concludes.

“We’re not just enforcing policies; we’re building trust. We must lead by doing.” – Nakilat Korea Expansion Project Inspector Eunjin Kim.

As an HSE Inspector supporting Nakilat’s expansion project in Korea, Eunjin Kim has become known on-site for her strong sense of responsibility. More than simply enforcing rules, she champions a culture of leadership by example. “If a supervisor doesn’t wear safety glasses, others won’t either. We must lead by doing,” she emphasizes.

Eunjin shares that her path in the maritime industry is one marked by perseverance and personal growth. After stepping away from the workforce to raise her son, Eunjin returned with a renewed purpose. “Before, I worked just to earn a paycheck. Now, I work to protect the people I care about who are part of this shipyard,” she says.

Following a competitive interview process, Eunjin proudly joined the Nakilat team. Her daily routine now includes attending



Eunjin Kim on site with her team at Nakilat’s expansion project in Korea.



Eunjin Kim motivating her team. “I work to protect the people I care about,” she says.

Newcomers Introduced to Qatari Culture by Nakilat

In partnership with Embrace Doha, Nakilat recently hosted the first of its New Employee Cultural Induction Program events. The initiative introduces newcomers to Qatari culture while helping to cultivate stronger, more connected teams.



Among other key themes, employees were invited to learn more about Qatar's heritage and identity.

Appreciating cultural nuances is arguably one of the most effective ways to strengthen teamwork and help diverse groups connect, collaborate and make meaningful contributions.

With this in mind, Nakilat recently partnered with Embrace Doha to create the New Employee Cultural Induction Program, an initiative aimed at welcoming newcomers into the richness of Qatari culture and showing how it shapes everyday life in the workplace.

The first of these one-day workshops was held in September at the Embrace Doha Majlis in Souq Al Wakra, where new employees were invited to participate and deepen their cultural awareness.

The session explored four key themes:

- Majlis etiquette and how it translates into office dynamics
- Understanding Qatar's heritage and identity
- Traditional attire and workplace dress expectations
- Cross-cultural communication and interaction

Following an interactive Q&A session, employees enjoyed a traditional Qatari lunch, a warm and flavorful finale to their cultural experience.

Nakilat's commitment to cultural awareness continues to shape how our employees connect with each other. Initiatives like this help keep the company's values of respect, inclusion, and collaboration not just stated, but genuinely lived.



The first of Nakilat's newcomers to participate in the Employee Cultural Induction Program, held at the Embrace Doha Majlis in Souq Al Wakra.



Qatari business etiquette also featured prominently as part of the program.



The day concluded with a flavorful traditional Qatari lunch.

From Aspiration to Profession: Marine Cadets Begin their Journey

The second group of recruits from the Nakilat Marine Cadet Program were inducted into the United Kingdom's famous Fleetwood Nautical Campus. During their time at this esteemed institution they will complete their studies in Marine Engineering and Nautical Science.

The prestigious Fleetwood Nautical Campus in the United Kingdom (UK) recently welcomed a fresh-faced group of Marine Cadets to its historic halls. This is the second batch of Nakilat Marine Cadet Program recruits to do so since the start of the scholarship initiative.



The latest group of Marine Cadets gathered outside the historic Fleetwood Nautical Campus in the UK before embarking on their studies.

Nakilat's Learning and Development (L&D) team was on hand to welcome the cadets and support their transition into academic life. Upon arrival, the cadets received a full induction and a tour of the campus and its facilities, including formal introductions to key academic focal points and senior leaders at the institution.

The new Marine Cadets officially began their studies on 22 September 2025 and are now pursuing Marine Engineering and Nautical Science under the guidance of experienced and highly qualified lecturers.

The UK campus has a proud tradition of maritime excellence spanning more than 130 years. It offers students access to state-of-the-art training facilities, including simulators and specialized facilities designed to provide the best possible training in Marine Engineering, Survival, Boat Rescue and Firefighting.

Nakilat extends its best wishes to the Marine Cadets as they embark on this important chapter in their studies.



Nakilat's Marine Cadets step into the simulator room, designed to prepare them for real-life maritime operations.



The Marine Cadets tackle real-world safety challenges, building the skills needed for life at sea.



The Marine Cadets will engage in focused learning, building the foundation for their maritime careers.



Under the guidance of experienced and highly qualified lecturers, the cadets receive as much hands-on training as possible.

L&D Team Celebrates Marine Cadets' First Milestones

Nakilat's Learning and Development (L&D) team, with support from the Fleet Department, recently marked the first significant achievements in the early careers of our new Marine Cadets through two specially organized initiatives.



The new Marine Cadets are welcomed by the Nakilat team.

Nakilat's symbolic Marine Cadet Program recently shone a spotlight on the burgeoning careers of our next generation of maritime leaders, with two key initiatives marking the first significant achievements in their lifelong journey.

Organized by the Nakilat Learning and Development (L&D) team, with support from the Fleet Department, the cadets were officially welcomed into the program during a contract signing ceremony on 19 August 2025 at the Nakilat Head Office. Proud

parents attended to witness this special moment.

Following the Signing Ceremony, cadets were invited to tour a Nakilat vessel, gaining firsthand insights into vessel operations and the advanced technology used on board. The experience was both educational and engaging, offering a tangible glimpse into the life of a maritime professional.

Together, these initiatives highlight Nakilat's dedication to developing talent and equipping cadets with the skills they need to thrive in the maritime industry.

Nakilat Inspires the Next Wave of Maritime Talent at High School Career Fair

Nakilat's Learning and Development team recently sparked curiosity about maritime careers among Year 12 students at the annual Career Fair at Newton International School's Lagoon Campus.

September once again saw the annual Career Fair at Newton International School's Lagoon Campus, an event designed to guide Year 12 students as they explore potential career paths.

Among this year's proud exhibitors was Nakilat's Learning & Development (L&D) team, there to highlight the exciting opportunities a career in the maritime industry can offer.

The school hall buzzed with curiosity as students flocked to the Nakilat booth. Engaging career videos and informative brochures sparked lively conversations, while the irresistible Nakilat-branded chocolates drew more in.



Students having engaging conversations with the Nakilat team.

By the end of the day, many bright young minds had expressed interest in maritime careers and showed enthusiasm for Nakilat's internship programs, reflecting the growing appeal of this sector among the next generation.

Events like this reinforce Nakilat's commitment to supporting early career development while strengthening its reputation as an employer of choice for Qatar's emerging talent.

Putting People First: A Full Day Dedicated to Employee Well-being

Recognizing that employee wellness is central to a thriving workplace, Nakilat's Employee Relations team recently hosted a full-day Health and Wellness Event, providing the ideal opportunity to explore practical ways to support their health and well-being.

Employee wellness can boost job satisfaction by as much as 69%, underlining the powerful impact of investing in people. With this in mind, Nakilat's Employee Relations team hosted a full-day Health and Wellness Event.

The wellness event provided employees with a dedicated space to explore practical ways to maintain and improve their health, while also encouraging dialogue about personal well-being.

The day featured an interactive workshop, which offered practical tips on pain management and strategies to support cardiovascular health. Employees were able to ask questions, share experiences, and learn actionable advice to integrate into their daily routines.

Throughout the event, employees took advantage of a wide range of complimentary health services, including consultations with a general practitioner, dentist, cardiologist, optometrist, dermatologist and nutritionist.

Employee well-being is not just a priority but a cornerstone of the company's success. By fostering a culture that values health and balance, Nakilat ensures that its employees are empowered, engaged and equipped to thrive both on and off the job.



A Nakilat employee receives a complimentary eye test at the Health and Wellness Event.

Nakilat Welcomes Young Explorers to Play – and Learn

Nakilat proudly hosted its annual Little Employee Day, a heartwarming initiative encouraging employees to bring their children to work for a day of fun and family connection.

In August, Nakilat hosted its annual Little Employee Day, a heartwarming event that employees anticipate with excitement every year. Held at Nakilat's head office in collaboration with the Qatar Career Development Center (QCDC), the event welcomed more than 60 children aged seven to 15 for a full day of immersive learning, family bonding, and a behind-the-scenes glimpse into the workplace.

The day began in a specially designed Welcome Zone, where children collected personalized name badges, activity passports and gift bags filled with fun surprises. The Opening Ceremony featured energizing speeches from Nakilat HR and QCDC, setting an upbeat tone and



More than 60 children and their parents participated in Nakilat's Little Employee Day.

encouraging the children to explore, ask questions and embrace new experiences.

Throughout the day, children rotated through themed Experience Zones, participated in hands-on workshops, and enjoyed a special family bonding session

where parents joined their little ones in collaborative activities. From creative challenges and goodies to interactive games and certificates, every moment was designed to spark curiosity, learning and laughter.

NEW JOINERS



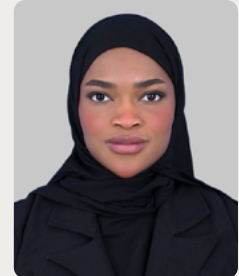
Essa Al-Mannai
General Counsel



Hend Al-Delaimi
Developpee – Rewards & OD



Manar Mashhadi
Developpee – Graphic Designer



Khadija AlSulaiti
Developpee –
Network & DC Engineer



Ali Mustafawi
Developpee – Chartering



Hamad Mashhadi
Developpee – IT Fleet Engineer



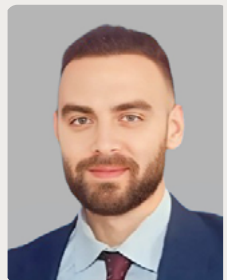
Aly Gad
Head of Financial Planning
& Reporting



Khalid Nur
IT Administrator



Razhel Espares
Talent Acquisition Coordinator



Saber Fathallah
Senior Compliance Officer



Oluwatosin Ogunleye
Senior Internal Auditor



Mubasith Mohammed
Talent Acquisition Coordinator



Cheryl Mendoza
Purchasing Assistant



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