



SUSTAINABILITY REPORT

QUARTER TWO
2025

Message from the Group Managing Director

Sustainability is now the lens through which we are shaping our future as a business, as an industry leader, and as a partner to our communities.

The second quarter of 2025 showed that this progress is not abstract; it is measurable. We achieved 3 million LTI-free manhours in OML 152, scaled up gas processing, cut flaring across several assets, and advanced community development projects.

With respect to the HCDT, OML 24 is now in full implementation, while OMLs 147 and 152 and have entered mobilisation. These milestones reflect the discipline, expertise, and resilience of our people.

But progress never comes without challenges. Under-utilisation of the AEP pipeline, flare reduction in PML 18 and Egbaoma, and procurement delays in some host community projects remind us that sustainability requires persistence and sharper alignment. Addressing these will demand targeted investment, operational agility, and deeper collaboration with stakeholders.

As we enter the second half of the year, our priorities are clear:

- **Safety & Operational Excellence:** sustaining zero fatalities while embedding a culture of care and vigilance.
- **Environmental Stewardship:** accelerating greenhouse gas reductions and advancing biodiversity protection.
- **Shared Prosperity:** ensuring that employees, host communities, regulators, and partners see tangible, lasting benefits from our operations.

This report is both a record of progress and a call to action. As Nigeria advances its energy transition agenda and the global economy pivots toward low-carbon pathways, our responsibility is to deliver reliable energy today while preparing our portfolio for the realities of tomorrow. Our journey will not be measured by individual milestones alone, but by the collective ownership of sustainability, delivering resilience today while shaping a stronger, more sustainable future. What will define us is not only what we achieve, but how we achieve it: together, with integrity and purpose.

EXECUTIVE SUMMARY

The second quarter of 2025 marked a decisive shift for the Group, from building ESG ambition to delivering sustainability at scale. Pan Ocean and the Newcross Companies advanced maturity across environmental, social, and governance (ESG) metrics, embedding sustainability into financial resilience, operational governance, risk management, and infrastructure investment. Sustainability in Q2 was fully integrated into technical operations, stakeholder engagement, compliance frameworks, and business continuity, ensuring ESG principles guided decisions and strengthened long-term resilience.

Performance reflected measurable progress and clear opportunities for targeted action in the second half of the year.

Quarterly Highlights

Metric	Value	Change vs Q1	Notes
Oil Production	37,200 bopd	↑3.8%	
Gas Production	270.4 MMscfd	↑4.5%	
GHG Emissions (Scope 1)	141,250 tCO ₂ e	↓3%	
Facility Uptime	94% average		Across assets
HCDT Projects	Initiated in OML 24		mobilisation phase in OML 147 and OML 152
Safety	3 million LTI-free man-hours		in OML 152

Risks & Opportunities

Risks	Opportunities
Under-utilisation of the AEP pipeline	Further monetisation of processed gas through new midstream agreements
Flaring in select assets requiring faster mitigation	Strengthening host community trust through HCDT projects

KPI Summary Table

KPI	Q1 2025	Q2 2025	Target 2025	Variance vs Target
Oil Production (bopd)	35,830	37,200	39,000	-4.6%
Gas Production (MMscfd)	258.6	270.4	285.0	-5.1%
Facility Uptime (%)	93	94	95	-1 pt
Scope 1 GHG (tons CO ₂ e)	145,700	141,250	138,000	+2.3%

Key Group-wide Highlights Environmental Milestones

- OML 152 recorded 3 million LTI-free man-hours, with two near-misses and ten medical cases managed per protocol. Unsafe conditions were actively reported in line with Group HSSE protocols.
- Advanced produced water and effluent optimisation in OML 24; secured environmental permits from NNRA and NUPRC.
- Progressed Clean Development Mechanism (CDM)-aligned upgrades at Ovade Ogharefe Gas Plant, targeting a throughput of 200 MMscf/d domestic supply.

Social and Safety Performance

- Zero fatalities and lost-time incidents (LTIs) across all operations.
- 668 Crude shuttles were completed in OML 24 without community disturbance.

- Host Community Development Trusts (HCDTs) in OMLs 24, 147 and 152.
- Community development progressed with the onboarding of HCDT committees across three host zones; project execution phase in progress.
- Enhanced workforce relations via structured union dialogue and updated grievance review protocols.

Governance and Compliance

- During Q2, the Group maintained full compliance with all applicable laws, regulations, and industry standards, with no infractions recorded. Risk-based audits were conducted across key operations, confirming adherence to protocols and strengthening assurance on internal controls.
- Ethics and compliance principles remained embedded in our contracting processes, supported using the compliance portal to ensure alignment with corporate values and regulatory expectations. By integrating ethical considerations into daily operations, we reinforce our reputation as a responsible and trustworthy organization.
- The Host Community Development Trusts (HCDTs) have shown notable improvement in Q2. Activities and operations have been properly monitored in accordance with the provisions of the Petroleum Industry Act (PIA).

Financial & Infrastructure Sustainability

- Following the restructuring of the AMCON debt, we have consistently met all agreed payment obligations as they become due.
- Throughput at the AEP pipeline reached 31% of design capacity, with measures underway to scale to 62–75% by year-end. The Amukpe–Escravos Pipeline (AEP) recorded an average throughput of 21,000 barrels per day, representing approximately 13% of its 160,000-bpd design capacity and 46% of the current Reserve Production Capacity (RPC) allocation by Chevron Nigeria Limited (CNL). Strategic initiatives are underway to increase throughput to 90–100% of the allocated RPC by year-end. This ramp-up will be driven by the engagement and onboarding of prospective injectors, potentially raising overall pipeline utilization to about 25%-30% of its design capacity.
- The Ovade Ogharefe Gas Plant continued monetisation of gas by-products (LPG, Propane, lean gas and condensate) with improved output reliability.
- A \$5M renewable energy supply credit line commitment was secured via PriVida Power Ltd under a co-development partnership with NewX to deploy 30 mini-grids in unserved communities. This aligns with SDG 17 (Partnerships for the Goals) and underscores the Group's commitment to inclusive energy access.

Risk Management and Operational Resilience

- An internal assessment revealed our Group Risk Maturity is at 2.9 out of 5 (Defined/Established), in line with ISO 31000 and COSO ERM frameworks. Immediate crossfunctional actions have been initiated, supported by strong executive oversight, to drive further improvement.
- Asset-level risk mitigations included increased security patrols, preventive maintenance for critical infrastructure, and contractor risk reviews.
- Strategic sourcing of spare parts, workforce succession planning, and emergency response drills were activated across assets.
- Pipeline protection operations recorded zero incident breaches in Q2. While zero breaches were recorded on the AEP corridor in Q2, security incidents were reported in PML 18 (KM35),

and one minor attempted interference was logged at OML 152. Both were swiftly resolved with no environmental or operational impact.

Systems, Technology, and Digital Transition

- Strengthened cybersecurity protocols to meet NDPR standards, and power/connectivity uptime exceeded 95%.
- Deployed automation dashboards to enhance emissions tracking, asset monitoring, and sustainability reporting efficiency.

MOMENTUM SNAPSHOT: Q1 VS Q2 COMPARISON

Key Indicator	Q1 2025 Status	Q2 2025 Highlights
Gas Plant Throughput	131 MMscfd	Targeting 200 MMscfd with generator upgrades
LTIF / TRCF	Zero across all assets	Zero across all assets sustained
Community Crude Shuttles (OML 24)	668 completed	Sustained zero-disturbance shuttle activity
Debt Sustainability	Debt servicing restructured	Repayment on track with Q2 contribution
Renewable Energy Initiatives	\$5M commitment announced (NewX–PriVida)	Enumeration and land acquisition underway

There has been a deliberate shift from siloed ESG execution to integrated enterprise sustainability—cross-cutting environmental leadership, fiscal discipline, compliance rigour, community trust, and partnership-driven innovation.

ABOUT THE ORGANISATION

Pan Ocean and the Newcross Companies operate as an integrated Nigerian energy business entity, delivering upstream, midstream, and infrastructure-based energy solutions. The Group includes:

- Pan Ocean Oil Corporation (Nigeria) Limited
- Newcross Exploration & Production Limited
- Newcross Petroleum Limited
- NewX (Energy Innovation Platform)

Together, these entities manage and operate a diversified portfolio of assets comprising:

Category	Assets/Facilities
Upstream	OML 24 OML 147 OML 152 OPL 276 PML 18
Midstream	Ovade Ogharefe Gas Plant (OOGP), Amukpe–Escravos Pipeline (AEP) Other interests: Egbaoma Gas Processing Facility (PML 18): Operated by Platform Petroleum Limited (PPL) under a Joint Venture structure where Newcross Petroleum holds a 40% working interest and Platform Petroleum holds 60%. Ase River Crude Injection: Newcross Petroleum holds a 50% equity stake in the business.

	PNG Gas Plant (Joint Venture): The PNG Gas Plant, where Newcross holds a non-operating equity interest
Emerging Infrastructure	Mini-grid and LPG/CNG systems, lean gas expansion, emissions reduction infrastructure

Operations span exploration, field development, gas processing, transportation, energy distribution, and sustainability-linked investments. The Group’s mission is anchored in the belief that energy development must be responsible, resilient, and inclusive, generating long-term value for investors, host communities, and the environment.

Purpose and Scope of the Report

This Q2 2025 ESG & Sustainability Report offers a detailed view of Environmental, Social, and Governance (ESG) performance, alongside operational and strategic enablers including:

- Financial and Debt Sustainability
- Legal and Regulatory Compliance
- Infrastructure Performance and Uptime
- Risk Management and Mitigation Measures
- Supply Chain, Procurement, and QA/QC Performance
- Community Engagement and HCDDT Progress

This report:

- Builds on Q1 2025 outcomes and provides continuity for tracking ESG progress,
- Uses asset-level detail, supported by validated performance metrics,
- Highlights cross-functional contributions (technical, HSSE, HR, Legal, SCM, Finance, Security, Admin), and
- Communicates the Group’s maturing approach to sustainability integration.

It is designed for internal and external stakeholders including the Board, Regulators (NMDPRA, NUPRC, NNRA, AMCON), host communities, investors, development partners, and business collaborators.

Framework Alignment and Reporting Standards

This report aligns with international and local reporting protocols, including:

Framework/Standard	Application in this Report
GRI Standards	Structured disclosures across Environmental, Social, and Governance indicators.
UN SDGs	Focused contribution to SDG 7 (Energy), 8 (Work), 9 (Innovation), 13 (Climate), and 17 (Partnerships).
TCFD Elements	Incorporated into climate risk, infrastructure planning, and operational resilience
SASB Oil & Gas Metrics	Referenced for safety, emissions, and reserve utilisation disclosures
Nigerian Regulatory Compliance	Reflected via alignment with NUPRC, NNRA, NDPR, AMCON, and PIA Chapter 3

Each data point provided is either site-reported, extracted from official committee presentations, or included in signed-off regulatory or audit submissions. Where estimates are provided, disclaimers are stated, and assumptions are clarified.

Sustainability Vision and Strategy

Our ESG and sustainability strategy is driven by three core principles:

- **Integration** – Embedding sustainability into all business units, not treating it as a standalone function.
- **Maturity** – Moving from compliance to capability, and from tactical initiatives to systemic performance.
- **Impact** – Ensuring measurable, locally relevant, and stakeholder-responsive outcomes across the lifecycle of assets and operations.

The central ambition is to build a resilient and accountable energy business, where ESG maturity becomes a strategic lever for competitiveness, stakeholder legitimacy, cost-efficiency, and future investment readiness.

In 2025, these companies formally transitioned into the ESG Integration and Maturation Phase, with Q2 representing the first full quarter of implementation. Key strategic drivers during this period include:

- Field-level ownership of sustainability goals,
- ESG KPI development and adoption across departments,
- Improved data capture systems and reporting governance,
- Cross-functional engagement through strategy retreats and technical committee alignment.

This report is not only a record of Q2 outcomes; it is also a signal of direction, governance intent, and the willingness to engage transparently with all stakeholders.

Environmental Performance

Climate Impact and Emissions Management

The Group's approach to climate responsibility in Q2 2025 focused on reducing greenhouse gas (GHG) emissions, optimising gas processing infrastructure, and monetising gas that would otherwise be flared. Priority was placed on sustaining performance achieved in Q1, especially at OML 147 and the Ovade Ogharefe Gas Plant, and extending emission-conscious practices across midstream operations such as the AEP pipeline.

PNG Gas Plant (Joint Venture): The PNG Gas Plant, where Newcross holds a non-operating equity interest, sustained its gas processing mandate in Q2 2025. Operational performance remained stable, with zero reported safety incidents. The Facility supports regional lean gas and LPG distribution, aligning with national energy access goals. Environmental compliance activities including ECM filing and effluent discharge tracking were undertaken by the operator.

Gas Flaring and Emissions Reduction

OML 147 (Pan Ocean)

The Vapour Recovery Unit (VRU) commissioned in Q1 remained fully operational, maintaining flaring at below 0.5 MMscf/day, down from a baseline of 2.5 MMscf/day. This continued to:

- Reduce Scope 1 emissions from routine flaring
- Enhance gas recovery for processing and sale
- Contribute toward internal flare-out commitments and regulatory compliance

OML 152

On the environmental front, OML 152 maintained a zero-flare position, with all wet gas processed directly to the Ovade Gas Plant. There were no hydrocarbon spills or regulatory breaches during the

quarter. The EPF (Early Production Facility) remained under a process stabilisation phase, with further improvements in oil and gas handling expected in the coming quarter.

PML 18 (Newcross Petroleum)

Flaring was maintained at an average of 3.1 MMscfd in Q2. Plans are underway for additional flare reduction interventions, with facility upgrades and technical reviews initiated to improve gas utilisation rates.

Ase River (Platform/Newcross Petroleum)

The Ase River crude injection operations, where Newcross holds a 50% equity stake, continued to face operational volatility in Q2. After successfully resuming crude injection in January 2025 via the OANDO Brass evacuation line, the asset experienced a major setback in May due to pump failures and pipeline leaks. These disruptions resulted in significant underlifting, with only 70,000 barrels moved during the quarter compared to 105,200 barrels in Q1.

Egbaoma GPF (PML 18)

Gas flaring exceeded the target threshold, with 3.3 MMscfd flared due to pipeline transmission constraints that limited evacuation capacity. Environmental stewardship efforts continued with effluent and gaseous emission monitoring, installation of explosion-proof CCTV surveillance, and complete evacuation of waste to licensed facilities in Port Harcourt. A joint investigation visit (JIV) was also conducted at KM 35, where a previously vandalised segment of the pipeline was remediated with participation from NUPRC, NOSDRA, and community representatives.

OML 24 (Newcross Exploration and Production)

Q2 marked the preparatory phase for high-capacity gas compressor installation to reduce flare volume, building on Q1 flare metrics (557.68 MMscf; 24.41% flare rate). Environmental permits were secured in line with NNRA and NUPRC guidelines to support this transition.

Ovade Ogharefe Gas Plant (Pan Ocean)

Upgrades to Gas Generators 6 and 7 and manifold redesigns enhanced the plant's ability to absorb and process gas. The plant is targeting 200 MMscf/d throughput, with efforts to monetise lean gas, condensates, and LPG underway.

AEP Pipeline (Pan Ocean Midstream)

Although not a gas emitter, the AEP contributes to climate responsibility through pipeline efficiency. In Q2, it achieved 99.01% evacuation accuracy, with minimal product loss across 1.67 million barrels evacuated. Throughput at the AEP pipeline reached 46% of the current allowable RPC in Q2 2025, up from 42% in Q1. Measures are underway to scale utilisation of RPC to between 70% and 100% by year-end.

This performance supports climate goals by reducing the need for barge movements and their associated emissions.

Resource Efficiency and Water Management

Effluent and Produced Water Control

OML 24 and Ovade undertook effluent discharge system optimisation in line with regulatory expectations from the NUPRC. This included:

- Finalisation of environmental compliance documentation
- Calibration of discharge meters
- Enhanced containment strategies

- Produced Water Management continued across Newcross assets, with joint reviews conducted alongside field engineers and NUPRC monitors. Studies initiated in Q1 on reinjection models continued into Q2.
Effluent & Gaseous Monitoring was conducted at the Egbaoma GPF flow station; with all effluent and medical waste evacuated to Boskel Port Harcourt.

Energy Utilisation and Equipment Uptime

Facility Uptime Across AEP (LACT Unit, Escravos Line, End Facility): 100% uptime sustained, enabling continuous crude flow and reducing emissions from venting, reprocessing, or fallback storage operations.

Ovade Generators achieved stable operations post-Q1 commissioning. Fuel efficiency and backup performance improved, with Q2 focused on process safety and predictive maintenance.

OML 152 sustained a resilient operational posture throughout Q2 2025. Despite a temporary shutin of the Efe-2SS well due to tubing patching and MER testing, the asset, maintained oil production at an average of 1,080 bopd and gas output at 27.5 MMscfd. Although production targets were not fully met at OML 152, the asset's infrastructure maintained a consistent operational rhythm, with 95% uptime recorded on the Efe-Ovade pipeline route.

Biodiversity and Ecosystem Integrity

Site-Level Mitigation Measures: Across Pan Ocean's and Newcross' producing assets, no hydrocarbon spills were recorded in Q2.

Environmental Impact Assessments (EIAs) and Environmental Compliance Monitoring (ECM) exercises were completed at:

- OPL 276 (for upcoming drilling)
- Ovade Ogharefe Gas Plant
- Audits carried out at OML 147, 152 and 24 The following assessments were tracked:
- Vegetation impacts from facility expansion
- Habitat disturbance potential near host communities
- Pipeline route vulnerability, erosion, and sedimentation effects Mitigation strategies employed were as follows:
- Periodic HSSE-led audits
- Installation of physical barriers and containment trenches
- Workforce environmental awareness and field-level briefings

Environmental Compliance and Legal Standing

Asset	Environmental Permits / Compliance Activities in Q2
OML 24	NNRA Premise Licenses, NUPRC Radiation Safety, Effluent Discharge Permit, Barging Renewal
OML 152	Audit carried out. Environmental audit completed in Q2. Focus on flora/fauna impact near EPF, erosion-prone zones. No critical vulnerability detected; minor trenching corrections recommended.
Ovade	ECM audits completed; CDM-compliant reporting underway

OPL 276	EIA scoping and baseline mapping completed
AEP	1 legal non-compliance recorded: Prover loop calibration completed in June
OML 147	Point Source Emission Permit secured; group environmental permits updated

Site-Specific Environmental Highlights

Asset	Environmental Actions in Q2 2025
OML 152	3 million LTI-free man-hours. Two near-misses and ten medical treatment cases were documented and addressed within safety response protocols.
OML 147	VRU operating optimally; flaring controlled below regulatory threshold; PSV replacements and hazard hunts strengthened site safety
PML 18	Facility flaring held at 3.1 MMscfd; plans initiated for further reduction
OML 24	Prep for compressor installation; effluent and discharge systems upgraded; zero spills
AEP Pipeline	Achieved 99.01% evacuation accuracy; 100% system uptime; 1 non-compliance issue addressed; LACT calibration conducted
Ovade Ogharefe Upgrades Gas Plant	Upgrades to support 200 MMscf/d; CNG readiness in progress; ECM completed
OPL 276	Conducted EIA scoping; mapped risks into ESG Risk Register; community engagement initiated

Key Performance Indicators (Environmental)

Metric	Q2 2025 Performance	Target / Remarks
GHG Flaring at OML 147	<0.5 MMscf/day	Sustained below regulatory ceiling
Flared Gas Volume (OML 24)	Compressor installation underway	Pre-Q2: 557.68 MMscf
Produced Water Management	ECM completed at Ovade and OML 24	Ongoing reinjection studies
Facility Uptime (AEP)	100% across LACT, Escravos line	Above 95% design benchmark
Legal Non-Compliance	1 (AEP)	Resolved in Q2
Hydrocarbon Spills	0	Zero spills recorded across all assets
EIA/ECM Completion	All required sites	Submitted and documented
Pipeline Evacuation Accuracy	99.01% (AEP)	Above Q1 baseline of 98.3%

This section demonstrates the Group's alignment with GRI 302–Energy, 303–Water, 304–Biodiversity, and 305–Emissions, reflecting consistent monitoring, targeted reduction initiatives, and site-specific actions to meet both regulatory and internal sustainability goals.

Key Environmental Challenges

While flaring intensity declined across most assets; however, PML 18 and Egbaoma require accelerated abatement to remain on track for 2026 targets. AEP pipeline throughput remained below optimal capacity due to operational constraints, with recovery measures in progress.

Social Performance

The Group's social performance in Q2 2025 focused on enhancing workforce welfare, strengthening community partnerships, improving safety systems, and advancing host community trust delivery in

compliance with Chapter 3 of the Petroleum Industry Act (PIA). The approach remained grounded in respect for people, prevention-first safety culture, and equitable development in host environments.

Workforce Engagement and Diversity

Our people are at the heart of our sustainability journey, serving as both enablers and ambassadors of our corporate values. Recent engagement surveys highlight a workforce that is not only committed to operational excellence but also increasingly aligned with our broader ESG priorities, reinforcing a culture of shared responsibility and purpose.

Diversity and inclusion remain central to strengthening our collective capabilities. Women currently represent 28% of our total workforce and 19% of leadership positions, contributing to a more balanced and resilient decision-making process. In addition, our team reflects a healthy blend of local talent expertise across both technical and administrative functions, ensuring knowledge transfer, innovation, and capacity building.

By fostering an inclusive and engaged workplace, we continue to enhance collaboration, retain top talent, and position our workforce as a key driver of long-term sustainable growth.

Graduate Trainee Programme: In Q2, the Group initiated plans to kickstart a Pilot Graduate Trainee Programme, with:

- 13,392 total applications received (Q1)
- 54 final candidates shortlisted and assessed
- 15 graduate hires planned (10 technical, 5 non-technical)
- Onboarding activities jointly developed by HR and Corporate Affairs, with orientation commencing Q3 2025.

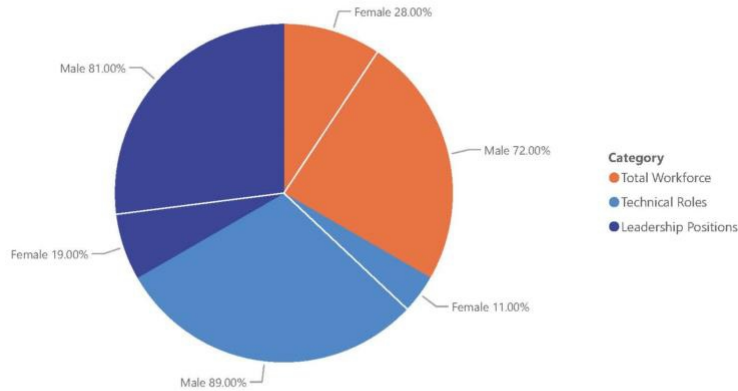
Strategic Recruitment and Workforce Development: Key technical and non-technical roles filled or in pipeline include:

- Senior Legal Officer (1)
- Sustainability Officer (1)
- Reservoir Engineers (3)
- Production Technologists (2)
- Finance Manager (1)
- Internal Auditors, Lagos & Benin Office locations
- Transformation Manager (1)

Employee Diversity Table

Category	Male (%)	Female (%)
Total Workforce	72	28
Leadership Positions	81	19
Technical Roles	89	11

Gender by Category



Workforce Inclusion & Employee Welfare

- Recruitment efforts continued for roles across gender and generational lines
- Shortlisting for 4 Human Resources roles and field-based technical planners is ongoing
- Staff union engagements across OML 24 and Pan Ocean headquarters remained cordial, with a grievance redress mechanism active
- Welfare support including onboarding new hospital and provision of canteen services in field locations.

Occupational Health and Safety

The Group maintained its commitment to achieving zero harm. The table below highlights key health and safety performance indicators year to date:

Safety Metrics	Performance	Scope
Fatalities	0	All assets
Lost-Time Injuries (LTIs)	0	All assets
LTI free manhours recorded	3 million	OML 152 in Q2
Tier 1 Process Safety Incidents	0	All assets
Unsafe Acts/Conditions (UA/UC)	3535	Groupwide
Medical Treatment Cases	117	Groupwide
Near Misses	46	Groupwide
First Aid Cases	65	Groupwide

Proactive safety management practices included:

- Daily toolbox talks
- Pre-task safety briefings
- Hazard Hunts and Safety Walks (OML 147)
- Preventive Maintenance (AEP, Ovade)
- Defensive Driving Programme for operational teams

Egbaoma operations maintained an exemplary safety record in Q2, with zero fatalities, lost-time injuries, oil spills, or medical treatment cases reported. A total of 220 unsafe acts and conditions were proactively identified, logged, and resolved, underscoring a robust safety culture. The asset recorded 292,153 safe man-hours in Q2, bringing the year-to-date total to 491,597 hours. Strong

HSSE performance was reinforced through consistent training, safety drills, and quarterly meetings, all of which met set targets.

Detailed Safety Log Table

Asset	LTIs	Near Misses	Medical Cases	First Aid Cases	Unsafe Acts/Conditions	Cumulative Manhours
OML 152	0	7	23	17	589	3,218,278
OML 147	0	19	38	20	861	3,367,391
OML 24	0	23	56	28	2085	9,230,489

Host Community Development Trusts (HCDTs)

In compliance with Chapter 3 of the Petroleum Industry Act (PIA), the Group established a total of 14 Host Community Development Trusts (HCDTs); 7 in OML 24, 4 in OML 147, and 3 in OML 152. Of these, 6 HCDTs in OML 24 have progressed to full project implementation, while the remaining 8 in OMLs 147 and 152 have completed onboarding and are currently in the mobilisation phase. All funding obligations are being met, with bank signatories and procurement processes fully formalised.

Community engagement remained active throughout the quarter, particularly around security and HCDT planning. Notably, the Orhionmwon 1 and 2 Management Committees were inaugurated, with funding structures undergoing final review by the regulator.

Crude Shuttle Engagement

At OML 24, 668 crude shuttle trips completed through community zones with zero disruptions, owing to structured engagement and dispute resolution.

In addition to completing 802 crude shuttles for crude barging without community interference in OML24, supplementary crude evacuation operations were also conducted across PSC assets including PML 18 and Ase River. While volumes were lower, structured stakeholder engagement ensured that zero incidents of community obstruction were recorded.

Conflict Prevention and Stakeholder Dialogue

Community stakeholder cooperation along the AEP corridor remained strong in Q2, with no recorded security incidents or disruptions. Engagements progressed constructively on matters of compensation, surveillance, and employment opportunities across pipeline, field, and office locations.

Labour Rights and Human Rights

- No incidents of forced labour, discrimination, or harassment were recorded during the reporting period.
- Human rights training was integrated into relevant functions, including vendor onboarding, and delivered through ESG compliance briefings.
- Q2 spot checks conducted by Internal Audit flagged no breaches of labour rights.
- Grievance mechanisms remained active and accessible across Host Community Development Trusts (HCDTs) and HR offices.

Customer and End-User Impact

Product safety protocols under the QA/QC team ensured that gas and condensate met specification, with routine testing before distribution.

System uptime and delivery accuracy exceeded 95% at Ovade and AEP, reducing delays and ensuring service continuity to end-users (e.g. NEPL, CNL Escravos, regional off-takers).

Key Social Challenges

Commencement of select HCDT projects in OML 147 and OML 152 was delayed, driven by procurement lead times and extended stakeholder coordination.

Governance Performance

Our governance approach in Q2 2025 focused on institutionalising ESG accountability, improving board-level oversight, and operationalising compliance tracking mechanisms across departments and joint ventures.

Board

Oversight

Our Board of Directors, through the Technical and Sustainability Committee, provides strategic oversight of ESG integration across the Group. This ensures alignment with our corporate strategy, regulatory requirements, and global sustainability standards. The Board's diverse expertise spanning energy operations, finance, governance, and community engagement enhances our ability to embed sustainability into decision-making and deliver enduring value to stakeholders.

Corporate Governance and Structure

We maintained a shared governance structure across Pan Ocean, NewcrossEP, and Newcross Petroleum, with aligned strategic, financial, and sustainability mandates.

Ongoing discussions continued around formalising the Joint Operating Agreement (JOA) for the AEP pipeline to reflect equal JV status and allow full governance participation by Pan Ocean.

New governance actions initiated includes:

- Cross-functional ESG KPIs assigned to Technical, SCM, Legal, and HR
- ESG performance embedded into asset-level review templates
- Improved linkages between Board reporting, committee deliverables, and operational metrics.

Ethics, Compliance, and Legal Risk

Q2 Highlights	Key Actions and Outcomes
Regulatory Compliance	Maintained full compliance with all applicable laws, regulations, and industry standards, with zero infractions.
Risk Management	Conducted risk-based audits across key operations, strengthening internal controls and confirming protocol adherence.
Ethics & Governance	Embedded compliance principles into all contracting processes, reinforced by the compliance portal.
Reputation & Integrity	Integrated ethical standards into daily operations, strengthening trust, accountability, and responsible business conduct.

Compliance scope included:

- Labour regulations and safety documentation
- Environmental permits and radiation licenses
- PIA Chapter 3 implementation
- Financial regulatory filings and tax returns
- ESG vendor declarations and anti-bribery disclosures

Compliance Improvement Initiatives

- Launch of an e-learning compliance module for staff (Q3)
- Weekly compliance tracking review across departments

- Enforcement of accountability for non-performance
- Alignment with KPMG rulebook update and verification of law applicability

Risk Management and Internal Controls

Our enterprise risk management (ERM) framework is embedded across all levels of the Group, enabling proactive identification, assessment, and mitigation of ESG and business risks. Integrated into strategic and operational decision-making, it reinforces resilience, ensures regulatory compliance, and supports the delivery of our long-term sustainability objectives.

The table below speaks to the top identified risks in Q2, and strategies employed to mitigate them:

S/N	Risk Description	Mitigation Actions
	Oil Theft and Vandalism of Critical Infrastructure	<ul style="list-style-type: none"> • Strengthened pipeline surveillance and security patrols across Right-of-Way (RoW). • Strengthened community collaboration and security partnerships. • Sustained collaboration with neighbouring operators around our facilities to enhance shared security oversight • Ongoing feasibility review for deploying technology to reinforce existing security architecture.
	Market/Price Volatility	<ul style="list-style-type: none"> • Adopted diversified financial strategies to reduce exposure to market price fluctuations. • Enhanced operational efficiency and enforced cost discipline to sustain profitability amid volatility. • Conducted regular scenario planning to assess market and geopolitical risks, integrating insights into strategic decision-making for greater agility and resilience.
	Aging Infrastructure	<ul style="list-style-type: none"> • Conducts prompt repairs and sectional replacements based on integrity assessments. • Implements targeted infrastructure upgrades and prioritizes preventive maintenance to extend asset life, minimize downtime, and reduce failure rates.
	Health & Safety	<ul style="list-style-type: none"> • Implemented a robust HSE management system aligned with regulatory safety standards. • Provided HSE training and engaged stakeholders to address concerns pre- and mid-project. • Conducted proactive risk assessments, hazard identification, and emergency response planning.

		<ul style="list-style-type: none"> Ensured QA/QC validation of equipment and safety protocols prior to project start. Enforced use of appropriate Personal Protective Equipment (PPE) across all operations.
	ESG/Sustainability Risk	<ul style="list-style-type: none"> Embedded ESG risks into enterprise risk assessments; guided by ISO 31000 frameworks. Active community engagement via HCDTs, grievance systems, and local employment. Regulatory adherence (e.g., PIA), ongoing monitoring, and transparent disclosures. Zero tolerance for violations; audits and training embedded in vendor onboarding. Cross-functional ESG committees and leadership engagement ensure accountability.

Stakeholder Governance and Transparency

- Engagement with AMCON, NEPL, and JV partners to finalise governance roles,
- Regular briefings to Technical & Sustainability Committee, Board of Directors, and external auditors,
- Improved ESG data transparency via internal dashboards and documentation traceability for board-level reporting,
- Strategic alignment workshops held with Asset Managers and Business Leadership Council.

Key Governance Challenges

Incident reports from PML 18 (KM35) and OML 152 underscore the need for sustained vigilance and reinforcement of pipeline protection measures.

Performance Metrics and Data

This section presents consolidated metrics for Q2 2025 across Environmental, Social, Governance (ESG), and Operational dimensions. The data below has been extracted directly from field-level reporting, Board presentations, asset-level dashboards, and validated internal committee briefings. Where relevant, baselines from Q1 2025 or industry best practices have been used for comparative analysis.

Environmental Metrics

Indicator	Q1 2025	Q2 2025	Commentary
Gas Flaring – OML 147	~0.5 MMscf/day	Sustained <0.5 MMscf/day	VRU operational, flare below threshold
Gas Flaring – PML 18	3.1 MMscfd	3.1 MMscfd	Stable; mitigation plan in review
Flared Volume – OML 24	557.68 MMscf (24.41%)	Compressor installation prep	Flare reduction infrastructure initiated
Ovade Plant Throughput	131 MMscfd	Targeting 200 MMscfd	Generators 6/7 upgraded

Evacuation Accuracy – 98.3% AEP		99.01%	Minimised losses across pipeline transport
Hydrocarbon Spills	0	0	No reported incidents Groupwide
Legal Environmental Non-compliances		1 (AEP)	Issue addressed in June
Facility Uptime – AEP >95% Lines		100%	Exceeded design targets across lines
EIA/ECM Compliance	3 sites completed	5 sites completed	Ovade, OML 147, OPL 276, AEP, OML 24

GHG Emissions Data Table

Asset	Scope 1 Emissions (tons CO ₂ e)	Q1 2025	Q2 2025	% Change Q1–Q2	Flare Volume (MMscfd)
OML 147	87,450	90,150	87,450	-3%	0.50
OML 24	25,600	26,050	25,600	-2%	0.15
OML 152	28,200	29,050	28,200	-3%	0.00

Social Metrics

Indicator	Q1 2025	Q2 2025	Remarks
LTI (Groupwide)	0	0	
Fatalities	0	0	Zero fatality performance sustained
Unsafe Acts/Conditions (AEP)	48	61	Increased reporting due to audits
First Aid Cases (AEP)	1	4	Minor cases; no escalation
Crude Shuttle Trips (OML 24)	668	668	Zero disruption across routes
Graduate Trainee Applications	13,392	–	Assessment concluded, onboarding starts Q3
Graduate Trainee Finalists	–	15 selected	Onboarding set for September 1.
HCDTs Functional (of 14 6 total)	(OML 24) 6	active, 8 in mobilisation	Procurement and bidding initiated

Employee Diversity Table

Category	Male (%)	Female (%)
Total Workforce	72	28
Leadership Positions	81	19
Technical Roles	89	11

Governance and Risk Metrics

Indicator	Q1 2025	Q2 2025	Remark
Whistleblower Reports	0	0	System in place, no reports logged
Legal & Regulatory Breaches	0	1 (AEP)	Resolved in Q2

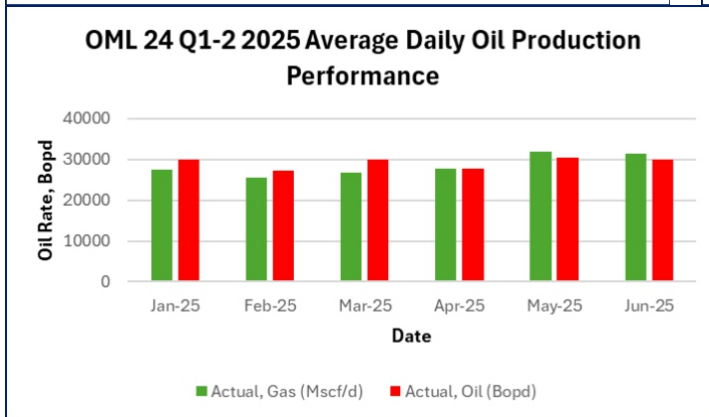
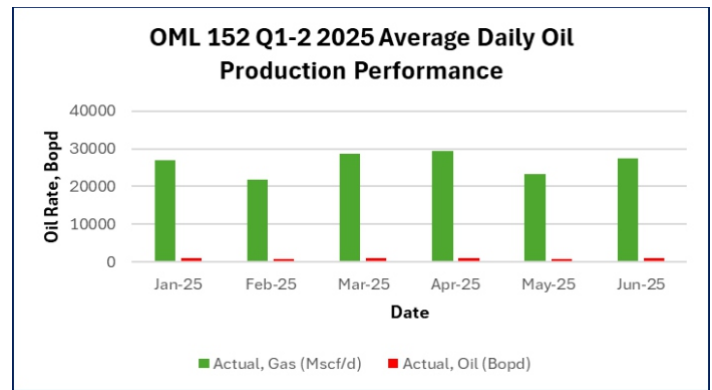
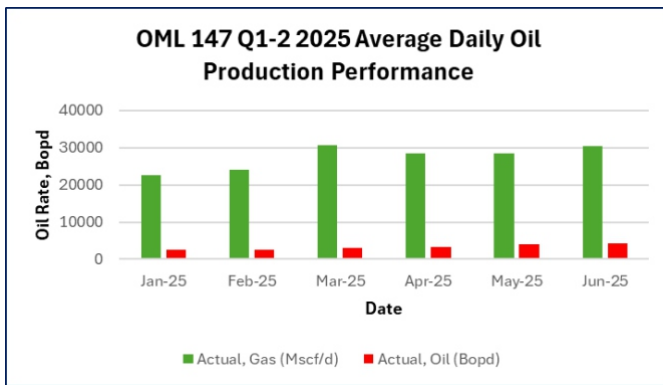
Board-Level ESG Briefings	1	1	Strategy retreat inputs included
Risk Maturity Rating	2.6 / 5	2.9 / 5	Improved from 'Emerging' to 'Defined'
Policy Audits Completed	3	4	Code of Conduct, ESG, SCM, HSSE

Financial and Operational Sustainability Metrics

Indicator	Q1 2025	Q2 2025	Commentary
AEP Throughput (Total)	1.46 million bbls	1.67 million bbls Source: Crude metering report	Up from Q1; Seplat primary injector
Pipeline Capacity Utilisation (AEP)	12.5%	13%	Targeting 25-30% by Q4
Debt Savings (AMCON)	Debt servicing structured	Continued servicing of AMCON-structured debt	Repayment on schedule
Ovade Condensate – Production		Increased reliability	Contribution to revenue diversification
Renewable Energy Credit Line	\$5M commitment (NewX–PriVida)	Implementation commenced	30 mini grids targeted

The table below outlines comparative operational and ESG performance between Q1 and Q2 for both assets:

Assets	Q1	Q2	Inference
Egbaoma - Oil Prod (bopd)	3,258	3,252	-6 (stable)
Egbaoma - Gas Prod (MMscfd)	31.7	31.9	+0.2
Egbaoma - Gas Flare (MMscfd)	3.2	3.3	High vs target (<1.5)
Unsafe Acts / Conditions	156	220	↑ due to increased reporting
Unit Op Cost (\$/bbl)	24.25	30.3	↑ due to penalties
Ase River Revenue (\$M)	~0.28	0.14	↓50% (FM impact)
Ase River Lifting (bbls)	105,200	70,000	↓ due to May downtime
Spills or LTIs	0	0	Maintained



Notes on Performance Metrics

1. Gas Flaring Trends Across Assets

Across OML 147, PML 18, and OML 24, gas flaring volumes remained stable or improved in Q2 2025. OML 147 maintained flaring at <0.5 MMscf/day following the commissioning of the VRU in Q1, sustaining compliance with regulatory thresholds. PML 18 held steady at 3.1 MMscfd, while OML 24 prepared for flare reduction via compressor installation. The trend reflects a steady shift from uncontrolled flaring to controlled, infrastructure-backed gas recovery.

2. AEP Evacuation Accuracy Improvement

The Amukpe–Escravos Pipeline (AEP) improved crude evacuation accuracy from 98.3% in Q1 to 99.01% in Q2. This reflects the result of enhanced maintenance, pipeline surveillance, prover loop calibration, and 100% uptime across key infrastructure components. The trend shows improved system efficiency, minimal line losses, and high operational discipline across midstream operations.

3. LTIF / HSE Incident Trend

The Group recorded zero fatalities and zero lost-time injuries (LTIs) in both Q1 and Q2 2025, maintaining a strong safety culture. While first aid cases and near misses slightly increased at AEP, this is attributed to better reporting from hazard hunts and HSSE audits—not a rise in serious incidents. The Group continues to prioritise behavioural safety, defensive driving, and preventive maintenance.

4. HCDT Functionality vs Total Communities

Of the 14 total HCDTs legally constituted across OMLs 24, 147, and 152, 6 were fully functional by Q2 2025—implementing projects and engaging communities. The remaining 8 trusts had completed signatory onboarding and were preparing for project bidding and mobilisation. This reflects phased but structured compliance with the PIA and increased stakeholder trust.

1. Debt Servicing and Financial Sustainability

The Group continues to meet its AMCON-structured debt obligations, with Q2 contributions delivered as planned, supported by improved condensate and NGL revenues from the Ovade Gas Plant. Importantly, no additional borrowings were recorded during the quarter, underscoring our commitment to disciplined financial management. Our debt sustainability trajectory reflects a balance between prudent servicing and reinvestment in ESG-linked infrastructure. Strategic restructuring undertaken during the period enhanced operational flexibility, reduced financial risk exposure, and ensured that all facilities remain within the performing loan category. Through ongoing portfolio monitoring and scenario-based analysis, we align leverage with business resilience, positioning the Group to fund growth initiatives while maintaining stakeholder confidence in our long-term financial sustainability.

GOALS AND COMMITMENTS

Overview of ESG and Business Sustainability Goals

The Pan Ocean and Newcross Companies have adopted a progressive approach to goal setting by aligning operational performance with broader sustainability targets. These goals are framed by internal strategy, regulatory obligations, and global frameworks such as the UN Sustainable Development Goals (SDGs) and the Paris Agreement on Climate Change.

In Q2 2025, goal implementation was guided by the 2025 ESG Integration & Maturation Roadmap, the Board's Strategic Direction on Sustainability, and feedback from the Group Technical & Sustainability Committee and Business Leadership Council.

Short-Term Goals (2025 Targets)

Goal	Target Timeline	Q2 2025 Progress	Status
Full operationalisation of all HCDTs across OML 24, 147, and 152	By Q3 2025	6 functional; remaining 8 onboarding	In Progress
Maintain zero fatalities and zero LTIs across all assets	Quarterly Zero	Zero recorded in Q2	On Track
Reduce flare rates in OML 24 and PML 18 through compressor installation and operational upgrades	By Q4 2025	Compressors prep underway	In Progress
Achieve >98.5% evacuation accuracy across AEP	Q2 2025	99.01% achieved	Achieved
Scale AEP capacity utilisation to at least 25%-30%	By Q4 2025	13% in Q2	In Progress
Embed ESG KPIs in departmental scorecards across HR, Legal, Technical, SCM	Q2–Q3 2025	KPIs launched, scorecard deployment begun	In Progress
Deploy environmental monitoring and reporting dashboards at asset level	By Q4 2025	ERP integration commenced	In Progress
Finalise and automate internal ESG data capture for Q3 reporting	By Q3 2025	Template finalisation in progress	In Progress
Launch staff-wide ESG orientation and compliance e-learning module	By Q3 2025	Module development underway	In Progress

Long-Term Commitments (2026 and beyond)

Commitment	Target Timeline	Alignment
Achieve routine flare-out across all producing assets	By 2027	Paris Agreement, NUPRC Flare Commercialisation Guidelines
Reach 60% HCDT project delivery to local contractors	By 2026	SDG 8 (Decent Work), PIA Chapter 3
Operationalise mini-grid deployment via \$5M renewable energy credit line (30 communities)	2025–2026	SDG 7 (Energy Access), SDG 17 (Partnerships)
Reach >90% ESG compliance closure rate within 30 days of log	By Q4 2026	GRI 2-26 (Governance)
Establish and run internal annual ESG Audit cycle	Start FY 2026	GRI Governance Disclosure, ISO 37301 (Compliance Management)
Introduce ESG-linked investment dashboard for external stakeholders	2026	ISSB/TCFD Frameworks
Integrate Scope 2 emissions tracking and energy transition baselines in all power-consuming assets	2026–2027	SDG 13 (Climate Action)
Establish Gender Diversity Goals for technical recruitment (min. 20% female representation)	Start FY 2026	SDG 5 (Gender Equality), GRI 405
Improve Group Risk Maturity from Level 2.9 to Level 4 (Integrated)	By 2027	COSO ERM, ISO 31000

Alignment with Global Sustainability Frameworks

The Group's ESG goals support the following UN SDGs:

SDG	Group Alignment
SDG 7: Affordable and Clean Energy	Mini-grid rollout (NewX), lean gas utilisation at Ovade
SDG 8: Decent Work and Economic Growth	Graduate Trainee Programme, HCDT local contracting, fair wages
SDG 9: Industry, Innovation and Infrastructure	AEP optimisation, generator upgrade at Ovade, ERP integration
SDG 13: Climate Action	Flaring reduction, Scope 1 emissions tracking, VRU performance
SDG 17: Partnerships for the Goals	PriVida–NewX partnership, JV advocacy on CHA/CTA, HCDT co-governance

EMERGING OPPORTUNITIES

1. ESG Data Automation and ERP Integration

With ESG modules now embedded in ERP workflows, the Group can automate:

- Compliance tracking,
- Environmental performance dashboards,
- Supplier audits,
- HSE incident reporting,

- This will increase data reliability, reduce duplication, and support real-time ESG monitoring.

1. Renewable Energy Transition via Mini-Grids

The \$5M PriVida–NewX renewable energy line provides a pathway to:

- Deliver clean, distributed power to 30 underserved communities,
- Strengthen energy security for host communities,
- Align NewX with SDG 7, 13, and 17 in one scalable initiative.

2. Workforce Pipeline Development

The launch of the Graduate Trainee Programme and plans for gender-focused technical hiring provide an opportunity to:

- Enhance talent succession planning,
- Localise ESG principles and develop internal champions across field and support functions.

3. ESG-Cost Efficiency Linkages

Q2 revealed that ESG integration also supported cost management:

- Flare reduction improved condensate capture,
- AEP system reliability reduced shutdown and restart losses,
- ERP integration streamlined procurement and task closure,
- Framing ESG as a value-enhancer, not just a compliance activity, can unlock stronger C-suite support.

4. JV Governance Advocacy and Reputation Leverage

Engagement with AMCON, NEPL, and field partners can serve as a platform to:

- Strengthen Pan Ocean’s participation in AEP governance,
- Establish the Group as a proactive actor in Nigerian energy transition governance,
- Shape public-private partnership credibility for future infrastructure initiatives.

STRATEGIC IMPLICATIONS FOR H2 2025

Challenge Area	Required Action
CHA/CTA Exclusion	Intensify engagement via Board and regulator-level intervention.
Compliance Closure	Deploy automatic task reminder systems; train focal persons per department.
Emissions Scope Expansion	Begin audit of energy usage and supply chain to capture Scope 2–3 data.
ESG Data Capacity	Roll out capacity-building sessions on ESG data quality, traceability, and reporting.
HCDT Delays	Strengthen procurement support and community expectation management.

This section outlines the Group’s principal execution challenges alongside key opportunities for ESG maturity enhancement. These insights inform the organisation’s enterprise-wide roadmap for sustainability integration and performance improvement across H2 2025 and into FY 2026.

Conclusion and Next Steps

The Group’s performance in Q2 2025 signals meaningful progress in its ESG integration and broader sustainability agenda. Across upstream, midstream, and emerging infrastructure platforms, measurable strides were made in environmental compliance, social investment delivery, safety assurance, and the internalisation of governance frameworks.

Key achievements include:

- Sustained gas flare reduction, particularly in OML 147 and PML 18.
- High operational reliability of AEP infrastructure, with 99.01% evacuation accuracy and 100% uptime.
- Zero fatality and LTI performance across all sites.
- Deployment of a new compliance portal with 679 tasks tracked and 408 closed.
- Active implementation of Host Community Development Trusts (HCDTs), with 6 of 14 now delivering impact.
- Strategic onboarding of graduate trainees and ESG-focused hires.
- Rollout of ESG-linked ERP modules across core administrative functions.
- Initiation of a \$5M renewable energy mini-grid project in partnership with PriVida Power Ltd (NewX).

These actions collectively reflect a shift from ESG awareness to execution, and from isolated sustainability initiatives to structured, cross-functional accountability.

AREAS REQUIRING IMMEDIATE ATTENTION

Despite these gains, specific areas require targeted action to ensure consistent delivery and long-term value:

Priority Area	Q3–Q4 Action Needed
AEP Governance (CHA/CTA Inclusion)	Escalate engagement with NEPL, JV partners, and regulators to formalise Pan Ocean’s injector status.
Compliance Task Closure Rate	Automate task escalation systems; increase ownership at department level.
HCDT Procurement Delays	Provide procurement support to community committees; standardise mobilisation protocols.
Scope 2 & 3 Emissions Tracking	Initiate audit of energy use and supply chain dependencies to begin carbon footprint expansion.
Internal ESG Data Skills	Deploy focused training on ESG reporting traceability, audit readiness, and performance metrics.
Graduate Trainee Integration	Ensure structured orientation and embed ESG responsibilities early in career pathways.

STRATEGIC FOCUS FOR H2 2025

As the Group transitions into the second half of the year, the ESG and Sustainability function will prioritise:

1. Closing Q1 and Q2 feedback loops through follow-up audits, task reviews, and HCDT engagement documentation.
2. Strengthening ESG automation by linking dashboards, ERP modules, and KPI trackers into a central performance hub.
3. Scaling ESG value creation by demonstrating cost efficiency gains from emission control, AEP reliability, and process streamlining.
4. Building stakeholder confidence through transparent reporting, regulatory engagement, and proof of impact across host communities.
5. Preparing Q3–Q4 reporting templates that reflect maturing frameworks such as TCFD, SASB, and the Nigeria Climate Risk Disclosure Guideline (where applicable).

CLOSING STATEMENT

Pan Ocean and the Newcross Companies recognise that sustainability is no longer a symbolic commitment, but is a strategic imperative that determines operational legitimacy, fiscal resilience, and long-term stakeholder alignment. The performance outlined in this report demonstrates readiness, momentum, and the discipline required to institutionalise ESG as a driver of business continuity and national relevance.

Continued board oversight, executive commitment, and field-level ownership will be essential to consolidating these gains and delivering on the Group’s 2025 ESG Integration Roadmap.

APPENDICES AND REPORTING METHODOLOGY

This report was developed through a multi-source review process and aligned with best practices in sustainability reporting. The methodology includes:

- Data Aggregation from asset-level dashboards, Board and Committee presentations, and validated internal memos.
- Standardisation using ESG frameworks such as GRI, UN SDGs, TCFD, and SASB (Oil & Gas).

- Traceability with citation to presentation decks, compliance portals, HSSE trackers, and community trust documentation.
- Cross-functional Review with input and validation from Technical, Finance, Legal, Compliance, HSSE, SCM, HR, and Admin teams.
- Forward-Looking Alignment based on the 2025 ESG Integration Roadmap and executive strategic guidance.

This report reflects the Q2 2025 performance period, covering April 1 – June 30, 2025.

Limitations and Forward Plans - While this report is based on best-available information and approved submissions, some limitations exist:

- Scope 2 and 3 Emissions: Not yet comprehensively tracked; data audits planned for H2 2025.
- Real-Time ESG Dashboards: Still under deployment; data capture remains semi-manual in some departments.
- PIA-Linked Community KPIs: Verification of indirect impact (e.g. local employment via HCDDTs) still in development.
- Supply Chain ESG Metrics: Vendor-level reporting not yet systematised; flagged as a priority for FY 2026.

Going forward, Pan Ocean and the Newcross Companies will:

- Deepen ESG automation,
- Align future reporting with evolving ISSB/IFRS standards,
- Institutionalise board-level ESG performance reviews.

ESG Frameworks Applied

Framework	Use Case in Report
GRI Standards	Environmental (302, 303, 305), Social (401, 403, 413), Governance (2-26, 205, 206)
UN SDGs	SDGs 7, 8, 9, 13, 17 embedded in KPI alignment
SASB – Oil & Gas Upstream Standard	Asset-specific emissions, safety, and community disclosure
TCFD Elements	Incorporated into sections on risk management, asset resilience, and climate actions
PIA Chapter 3 (Nigerian Petroleum Industry Act)	Referenced in HCDDT and host community performance
COSO ERM / ISO 31000	Applied in risk posture evaluation (Section 5)
ISSB / IFRS Sustainability Disclosure (Emerging)	Anticipated alignment, especially for Scope 2 and 3 tracking in 2026+

Glossary of Key Terms

Term	Definition
ESG	Environmental, Social, and Governance – a set of standards for company operations used by investors and stakeholders to assess performance
HCDT	Host Community Development Trust – community development vehicle required by Nigeria’s Petroleum Industry Act (PIA)
AEP	Amukpe–Escravos Pipeline – midstream asset transporting crude oil between Amukpe and Escravos terminals
VRU	Vapour Recovery Unit – equipment used to capture and recover gas vapours from process systems, reducing flaring
LTI	Lost-Time Injury – a work-related injury that results in time away from the job
CHA/CTA	Crude Handling / Transportation Agreement – official agreements governing injectors’ use of pipelines
SASB	Sustainability Accounting Standards Board – sets ESG disclosure standards by industry sector
TCFD	Task Force on Climate-related Financial Disclosures – framework for climate risk and financial transparency
CDM	Clean Development Mechanism – UN mechanism allowing emission reduction projects to earn certified credits
ERP	Enterprise Resource Planning – integrated digital platform for business operations including ESG and compliance modules