FY25

Environmental, Social and Governance Report

NEXTDC

1 July 2024 to 30 June 2025 | NEXTDC Limited | ABN 35 143 582 521

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NEXTDC data centre traditional land custodians guide

NEXTDC acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the lands we are on, and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

Head Office
111 Eagle Street, Brisbane City QLD 4000
Yuggera / Turrbal and Jagera peoples

B1 Brisbane
20 Wharf Street, Brisbane City QLD 4000
Yuggera / Turrbal and Jagera peoples

B2 Brisbane
454 St Pauls Terrace, Fortitude Valley QLD 4006
Yuggera / Turrbal and Jagera peoples

C1 Canberra
19 Battye Street, Bruce ACT 2617
Ngunnawal people

M1 Melbourne
826 Lorimer Street, Port Melbourne VIC 3207
Bunurong of East Kulin Nation

M2 Melbourne
75 Sharps Road, Tullamarine VIC 3043
Wurundjeri of East Kulin Nation

M3 Melbourne
25 Indwe Street, West Footscray VIC 3012
Bunurong of East Kulin Nation

NE1 Newman
96 Woodstock Street, Newman WA 6753
Nyiyaparli People

P1 Perth
4 Millrose Drive, Malaga WA 6090
Whadjuk Noongar

P2 Perth
11 Newcastle Street, Perth WA 6000
Whadjuk Noongar

PH1 Port Hedland
17 Loreto Circuit, Port Hedland WA 6721
Kariyarra people

S1 Sydney
4 Eden Park Drive, Macquarie Park NSW 2113
Wallumedegal Clan of the Darug nation

S2 Sydney
6-8 Giffnock Avenue, Macquarie Park NSW 2113
Wallumedegal Clan of the Darug nation

S3 Sydney
2 Broadcast Way, Artamon NSW 2064
Gamaragal People of the Darug Nation

S4 Sydney
Horsley Park, NSW 2175
Cabrogal people of the Darug Nation

S6 Sydney
3 Broadcast Way, Artarmon, NSW 2064
Gamaragal People of the Darug Nation

D1 Darwin
2 Harvey Street, Darwin NT 0800
The Larrakia people

A1 Adelaide
211 Pirie Street, Adelaide SA 5000
The Kaurna people

SC1 Sunshine Coast
44 Maud St, Maroochydore QLD 4558
Kabi Kabi and Jinibara peoples

Message from the CEO

Data centres participate in the intersection of digital innovation and environmental responsibility, powering the AI era with intelligent, energy-efficient infrastructure. Our colocation model enables customers to consolidate their digital footprint and benefit from leading-edge design and peak operational efficiency. Last year, the impact of AI and high-performance computing has become more visible than ever. The emergence of Neocloud architectures and ultra-high-density GPU environments demands the kind of scalable, sustainable, and power-optimised solutions that only large scale colocation can deliver. As power density rises and workloads intensify, our commitment to energy efficiency and sustainable design is central to enabling a low-carbon, high-intelligence digital future.

As we reflect on our journey, I am proud to present our annual Environmental, Social, and Governance (ESG) report and the Climate and Nature Report as a snapshot of the progress we've made. The exceptional growth pipeline in AI deployment and sovereign cloud growth are top priorities for our customers, and the infrastructure we build has to cater to meet their needs. Our customers are reshaping the world we live and play in. It's not just about speed and scale anymore. It's about trust, building the digital infrastructure of tomorrow and doing so responsibly. As power density rises and workloads intensify, our commitment to operational efficiency and sustainable design remains central to our ambitions.

Safety and wellbeing

Our people's safety comes first, always. In FY25, I'm proud that we've seen a significant improvement in safety across our construction sites. This reflects the positive impact of targeted safety initiatives and strong behavioural uplift driven in partnership with our construction teams. Our operational data centres also continue to trend low in incident rates, supported by our maturing safety systems and a culture of continuous safety improvement.

Following the success of our inaugural "People at Work" survey in FY24, we launched new wellbeing initiatives and continued to build out our Mental Health First Aid Officer network, now spanning 56 trained officers across Australia and Malaysia.

Governance and leadership

This was a busy year for our dedicated Head of Sustainability and Head of Energy. Both have been instrumental in driving maturity across our reporting capabilities and advancing our net zero agenda with an eye to transparency and compliance. Our ESG Council continues to be the channel for cross-functional governance, ensuring alignment across the business as we embed sustainability into decision-making. Building on disclosures from our inaugural Climate and Nature Report last year, we also advanced preparations for Australia's upcoming mandatory sustainability reporting standards, strengthening governance and risk management to ensure we remain future-ready.

Climate and energy

As infrastructure demands intensify, access to energy has become a defining factor of competitiveness. This year, we made progress on our journey to net zero, further developing our energy strategy and exploring pathways to transition to zero-carbon energy. We undertook a significant piece of work to refine our operational control boundaries. This task was the next step on our journey to set credible net zero targets that reflect our operational footprint. NEXTDC's carbon neutral certification under Climate Active remains in place, and we are using embodied carbon and lifecycle assessments to guide investment decisions for our projects.

Our data centres remain among the most efficient in the country, with a blended portfolio Power Usage Effectiveness (PUE) of 1.44 in FY25. We also completed the inaugural deployment of our innovative cooling solution, supporting 50MW of IT load primarily through direct liquid-to-chip cooling, with scalability to over 100MW IT. This marks a major step in enabling ultra-high-density compute while significantly improving energy efficiency and reducing reliance on traditional chiller systems and refrigerants.

We continue to invest in these advanced technologies and intelligent energy optimisation systems to meet the demands of AI workloads while reducing environmental impact.

Certifications and resilience

In FY25, we became the first company to deliver an Uptime Institute Tier IV-certified data centre in South Australia with the opening of A1 Adelaide. This milestone extends our national network of Tier IV facilities across every mainland capital – reinforcing our commitment to mission-critical reliability and 100% uptime.

At M2 Melbourne, we became the first data centre in the Asia-Pacific region to be accredited under the Uptime Institute Sustainability Assessment Award Program. This validates M2's operational practices, from energy and water efficiency to waste reduction and lifecycle management, meet Uptime's rigorous benchmarks without compromising operational resilience.

These recognitions represent the operational maturity, engineering depth, and customer focus that define our operations. This year, in January and June (2025) respectively, we were also recognised by Pacific Telecommunications Forum (PTC) and Frost & Sullivan for awards covering innovation, resilience, and sustainability leadership.

People and inclusion

Our people are the foundation of our performance. In FY25, we launched our inaugural graduate program, with placements across Capital Works, Engineering, Network Operations, Legal and Marketing. These future leaders are already contributing to high-impact projects, and we plan to expand the program over the coming years,

Women now represent 31% of our workforce and 38% of our Board. We continue to pursue our 40:40:20 gender balance target by 2030, supported by inclusive hiring and mentoring programs.

Community impact

Through our "Live to Give" program, we increased our community engagement this year – contributing time, resources, and expertise to partners including The Smith Family, SolarBuddy, Beyond Blue and UN Women. These partnerships reflect our belief that responsible business is about more than financial returns – it is about building stronger communities.

FY25 also saw us welcome hyperscale, enterprise and Government customers to several new and regionally significant facilities, including D1 Darwin (opened in late FY24) and A1 Adelaide (opened in early FY25), both of which are creating local jobs and supporting digital inclusion across the nation. We remain focused on ensuring our growth contributes positively to the communities in which we operate.

> **"In FY25, we became the first company to deliver an Uptime Institute Tier IV-certified data centre in South Australia with the opening of A1 Adelaide."**

Future focus

As we look ahead, our strategy will remain aligned to the five pillars that underpin Australia's sovereign digital infrastructure capability: Speed, Scale, Sustainability, Security, and Sovereignty. These principles guide how we design, build, and operate.

We will continue to work closely with industry, academia, and government to advance the frontiers of sustainable infrastructure, and we thank all our partners for being part of our journey. Our research partnerships, including with La Trobe University, are helping pioneer new approaches to energy optimisation, autonomous operations, and climate-resilient design.

Call to action

We know that real progress doesn't happen in isolation. On behalf of the NEXTDC team, thank you for your support and interest in our business. We invite our stakeholders – customers, investors, employees, and partners – to continue engaging with us as we build the infrastructure of the future.

Let's keep building – intelligently, inclusively and sustainably.

Craig Scroggie
Chief Executive Officer

About this report

This report has been prepared by NEXTDC Limited (ABN 35 143 582 521) to share our progress over the year and how we are thinking about ESG. We focus on creating long-term value across three strategic pillars: Responsible Governance, Environmental Protection and Social Empowerment.

Combined, these strategic pillars reflect our intent to be more than just the infrastructure behind the digital economy, and to be a trusted partner for a better future.

Reporting scope

This report covers the period 1 July 2024 to 30 June 2025 (referred to as 'FY25' throughout the report), and aligns with the Company's reporting period. The scope of this report includes the Company and its subsidiaries, unless otherwise stated. All references to our, we, us, the Company, Group and NEXTDC refer to NEXTDC Limited (ABN 35 143 582 521) and its subsidiaries.

Reporting framework

This report has been prepared with reference to a range of global and national sustainability frameworks, including the Global Reporting Initiative (GRI) Universal Standards (2021), the United Nations Sustainable Development Goals (SDGs), the Taskforce on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD). These frameworks guide our efforts to report transparently and consistently on our environmental and social impacts.

Assurance

To ensure accuracy, the contents of this report have undergone a rigorous internal review process. All information has been thoroughly reviewed and approved by the NEXTDC Board for publication.

Feedback

NEXTDC values your feedback. Please forward any comments or requests for additional information to investorrelations@nextdc.com.

Disclaimer

NEXTDC strives to provide accurate and transparent information based on the best available data and methodologies. However, there are inherent limitations to consider:

Metrics

The ESG metrics used in this report may not be directly comparable to those used by other companies due to variations in methodologies, reporting standards, and industry practices. We align with recognised frameworks where possible, but some metrics may be company-specific to reflect our unique business model and priorities.

Assumptions

Certain data points rely on estimations and assumptions. We use industry benchmarks, reputable data sources, and our best judgment to make these estimations as accurate as possible. However, there is inherent uncertainty associated with these estimations.

Forward-looking statements

This report may contain forward-looking statements about our future ESG goals and initiatives which may be identified by statements containing terms such as 'intend', 'aim', 'ambition', 'aspiration', 'goal', 'target', 'project', 'see', 'anticipate', 'estimate', 'plan', 'objective', 'believe', 'expect', 'commit', 'may', 'should', 'need', 'must', 'will', 'would', 'continue', 'forecast', 'guidance', 'trend', or similar expressions. Users of this Statement are advised to exercise caution and avoid placing undue reliance on such statements, as these statements are based on our current expectations and beliefs and are subject to change due to various factors, including market conditions, regulatory changes, and unforeseen events.

Limitations

There are inherent limitations in climate and nature scenario analysis, making it challenging to predict which, if any, of the scenarios will occur. Scenario analysis does not indicate absolute probable outcomes and depends on assumptions that may or may not be accurate or come to pass. Therefore, the information provided is for general informational purposes only and is not intended to serve as the primary document to inform investment, legal or other advice.

FY25 annual reporting suite

This **ESG Report** outlines the material sustainability risks and opportunities relevant to NEXTDC, along with our performance and the actions we are taking to manage our impacts and contributions across the economy, environment and society.

Our **Sustainability Data Pack** provides an overview of key sustainability metrics and maps the report to the Global Reporting Initiative (GRI) framework.

The **Climate and Nature Report** is focused on climate-related and nature-related risks and opportunities. This report supports our transition from the TCFD framework to the new mandatory Australian Sustainability Reporting Standards (ASRS) under AASB S2 and the TNFD framework, providing investors with information on our climate and nature-related resilience, adaptation, and scenario planning.

Our **Modern Slavery Statement** explains how we identify, manage, and mitigate modern slavery risks within in our operations and supply chains (our next update will be issued in December 2025).

Our **Corporate Governance Statement** describes our corporate governance framework, including key policies and practices.

The **Annual Report**, our primary disclosure document, describes our business strategy, financial review and statements, approach to remuneration and key governance disclosures.

	Annual Report	ESG Report	Climate and Nature Report	Sustainability Data Pack	Modern Slavery Statement	Corporate Governance Statement
Business strategy and strategic priorities	●					
Risk management	●	○				
Corporate governance framework, policies and practices	○					●
Board membership, skills and experience	●					●
Financial performance	●					
Climate-related risks and opportunities	○	○	●			
Nature-related risks and opportunities	○	○	●			
Sustainability strategy	○	●	○			
Sustainability governance	○	●	●		○	
Sustainability performance	○	●	●	●	●	

Where to find: ○ Partial coverage ● Full coverage

About NEXTDC

NEXTDC Limited is Australia's leading data centre provider, delivering mission-critical power, security, and connectivity for global cloud platforms, enterprises, and government. Our Uptime Institute-certified facilities guarantee 100% uptime, with sustainability embedded in design and operations to ensure industry-leading efficiency.

NEXTDC Limited is a public company listed on the Australian Securities Exchange (ASX:NXT). Headquartered in Brisbane, NEXTDC operates 17 world-class data centres across Australia, with four more under development (two in Australia, one in Malaysia and Japan). A further seven facilities are in planning and several others under evaluation across Australia, New Zealand and Asia.

NEXTDC is also a recognised sustainability leader, having pioneered energy-efficient, renewable-powered, and climate-resilient facilities across Australia. Our achievements are supported by industry recognition for innovation, resilience, and environmental leadership.

Further details on our operations, strategic market drivers and financial performance can be found in the NEXTDC FY25 Annual Report, available via the Investor section of our website: (www.nextdc.com).

Key

- Fully operational
- In development
- In planning
- Under evaluation

Living our values

We aspire for our six core values to be lived by every person in our business. We celebrate stories that bring these values to life and empower our people to call out behaviours that don't align.

Customer First
We are obsessed with delivering the world's best customer experience.

One Team
We are an elite team working together with superstars playing in every position.

Bright Ideas
The best way to predict the future is to create it.

Pursuit of Excellence
We are relentless in our pursuit of excellence, not perfection.

Straight Talk
We don't talk bull, we have crucial conversations, we disagree and then we commit.

Frugal Not Cheap
We spend our money where it matters the most.

FY25 sustainability highlights

Data centres

17 operational

4 under construction

7 in planning

PUE **1.44**

WUE **2.25**

CUE **1.04**

0 significant environmental incidents

7,927 tCO_2-e
Scope 1 emissions

358,348 tCO_2-e
Scope 2 emissions

NEXTDC supports a broad range of industries, including:

- National critical infrastructure
- Government
- Research and education
- Technology and AI
- Machine learning
- Hyperscale cloud providers
- Financial services
- Healthcare
- Telecommunications
- Media and entertainment
- Retail and e-commerce
- Professional services

884,955 kWh
On-site solar generation

72.06%
Landfill diversion

381 staff
As of 30 June 2025

802 hours volunteering

31%
Female representation total

38%
Female Board representation

56
Mental Health First Aid Officers globally

88.2%
Training completed for WHS

96%
Information Security training

97.3%
Modern Slavery training

1.4 LTIFR
In our data centres

1.4 TRIFR

0 LTIFR
In our construction projects

1.4 TRIFR

Environmental highlights

- NEXTDC's M2 Melbourne was the first data centre in the Asia-Pacific region to be awarded an Uptime Institute Sustainability Award.
- NEXTDC's KL1 Kuala Lumpur was awarded a provisional Platinum rating, the highest rating under Malaysia's Green Building Index (GBI) for the design of the facility.
- First deployment of direct liquid-to-chip cooling as the primary solution supporting 50MW of IT load.

Social highlights

- Our inaugural Graduate Program launched successfully in February 2025.
- Achieved a 75% employee engagement score on our NXTPulse survey, with high levels of career satisfaction, inclusion, and access to mental health support highlighted across the business.
- Our Reflect Reconciliation Action Plan (RAP is now on track for final submission and imminent public launch, marking a significant step in our reconciliation journey.
- We continued the Women Rising program to support women's leadership development, alongside the Male Allies program to equip men to champion gender equity.
- Strengthened supplier codes of conduct and human rights due diligence across supply chain in Asia.

Governance highlights

- Completed our first comprehensive and independent Double Materiality Assessment.
- Implemented enhanced monitoring tools and completed third-party audits on cybersecurity and privacy controls aligned with ISO/IEC 27001.

Our impact

NEXTDC operates in a rapidly evolving world, shaped by critical global trends and uncertainties that influence how we design, deliver, and future-proof our digital infrastructure:

Digital trust, regulation and ethics

Heightened public and policy scrutiny of data use, privacy, cyber risk and ethical AI places pressure on operators to lead with integrity.

Environmental urgency

Climate-related risks, biodiversity loss, and water stress continue to influence location, design, and resilience of infrastructure.

Resource scarcity and demand peaks

The electrification of economies is intensifying demand for grid capacity, backup fuels, and sustainable energy solutions.

Emerging intelligence

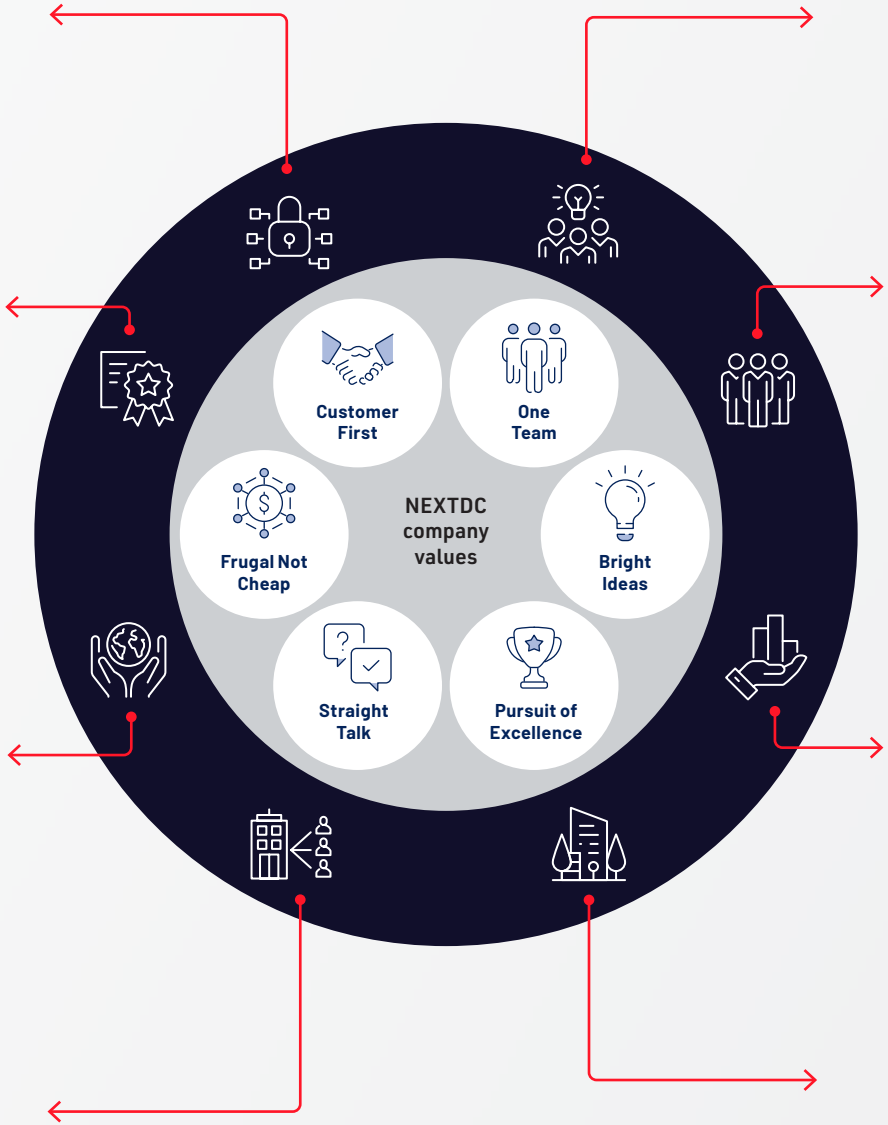
Surge in generative AI and data-intensive applications is accelerating demand for low-latency, high-performance digital infrastructure.

Global movements

Rapidly evolving international shifts and geopolitical fragmentation in ESG are reshaping global investment and technology flows.

Infrastructure bottlenecks

Constraints in skilled labour, construction inputs and logistics are creating cost and delivery pressure.



Upstream

Site selection and design

NEXTDC's value chain begins with identifying and securing sites that support our growth while minimising environmental and community impacts. Our site selection process integrates sustainability considerations such as energy security, water availability and biodiversity.

Design and innovation

Our design and engineering teams embed high-performance, scalable, and sustainable infrastructure principles from day one. This includes modular builds, advanced cooling systems, and automation-ready facilities in order to futureproof our operations. We also focus on climate risk resilience and energy efficiency at the design stage.

Sustainable procurement and supply chains

NEXTDC's supply chain spans building contractors, equipment manufacturers, utility providers, and technology and service partners. We manage these relationships through procurement practices that emphasise sustainability, compliance, and ethical conduct. While our direct influence may lessen further upstream, we promote responsible business practices through our Supplier Code of Conduct and ESG due diligence processes. These include modern slavery risk assessments, supplier self-assessments and targeted ESG questionnaires. Our approach is grounded in a risk-based methodology that helps identify and manage key environmental, social, and governance risks across the value chain, with an emphasis on transparency, accountability, and continuous improvement.

Own operations

Energy and water stewardship

NEXTDC is taking a more conscious approach to the resources and energy that support the delivery of our data centres. We are prioritising lower-carbon and embodied carbon materials in construction, with a preference for those that are locally sourced, supporting regional suppliers and reducing emissions associated with transport. We also recognise the importance of managing long-term energy risks and are progressively exploring opportunities to transition to lower-emission energy sources. This includes long-term sourcing of renewable energy, co-locating with low emissions energy sources, low-carbon alternate fuels, continuing to invest in on-site solar generation where feasible, and working closely with our partners to identify solutions that support more sustainable energy outcomes over time. We continue to maintain a strong focus on PUE and WUE. Water-based cooling is preferred for its efficiency, and we continue to fine-tune system performance to reduce impact.

Capital works and construction

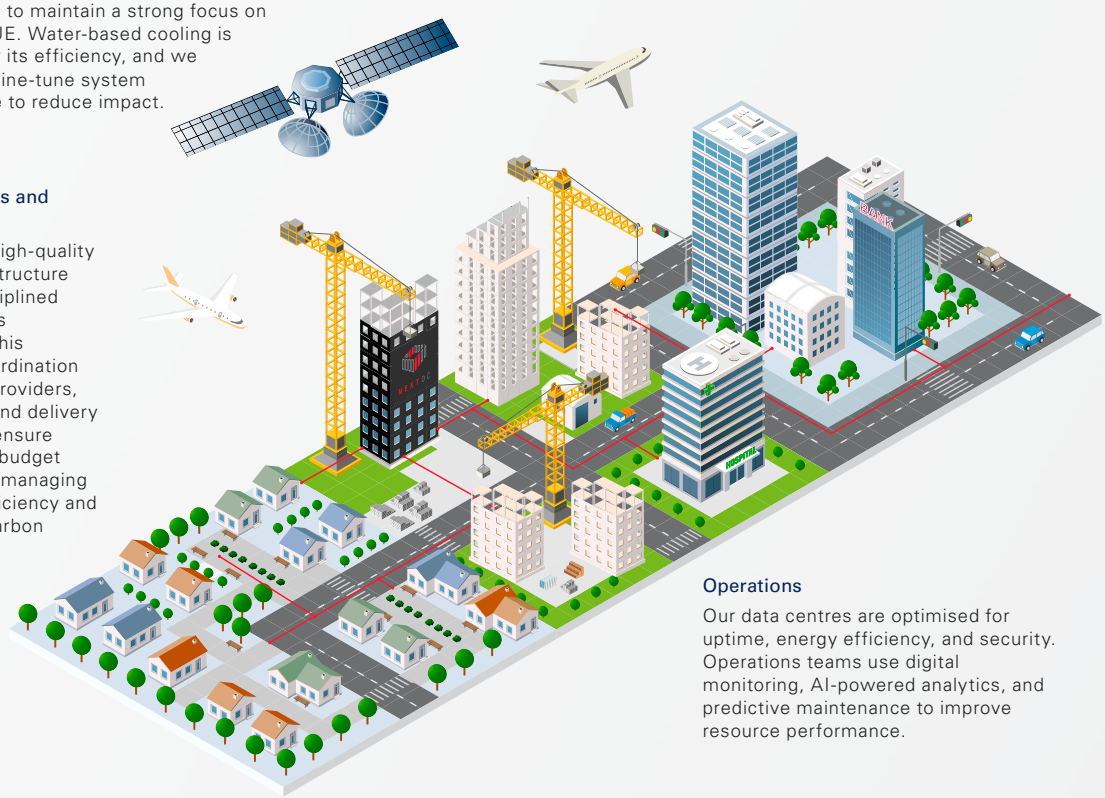
We deliver high-quality digital infrastructure through disciplined capital works execution. This includes coordination with utility providers, regulators, and delivery partners to ensure on-time, on-budget builds while managing resource efficiency and embodied carbon outcomes.

People

At NEXTDC, we strive to be a leading employer by fostering a safe, inclusive, and high-performing workplace. Globally, our people help drive a culture of excellence and value creation. We are committed to protecting the physical, mental, and social wellbeing of our workforce. Through strong DE&I principles, comprehensive policies, and ongoing training, we nurture talent and provide meaningful pathways for growth and development.

Emissions and circularity

We measure Scope 1 and 2 emissions. Waste from operations and construction is managed through recycling, reuse, and diversion from landfill. Circular design principles are applied to reduce the lifecycle impacts of our infrastructure.



Operations

Our data centres are optimised for uptime, energy efficiency, and security. Operations teams use digital monitoring, AI-powered analytics, and predictive maintenance to improve resource performance.

Downstream

Customer success and digital access

NEXTDC supports a diverse customer base with a global footprint, focused on building long-term, collaborative relationships. Our customers rely on us for reliable, secure, and lower-carbon digital infrastructure. Through initiatives like NEXTNeutral and customised sustainability reporting, we enable them to progress their own ESG goals. We're also helping expand access to secure, high-performance digital services that underpin modern digital economies.

Connectivity and partnerships

With over 750 partners in our ecosystem, we enable seamless cloud, network, and digital platform connectivity. Our partnerships with digital, energy, and technology providers help build more integrated, resilient infrastructure across Australia and the region.

End-user value creation

Our operations create local economic value through employment, supply chain contracts and investment in digital infrastructure that provides a material services. We prioritise local supplier engagement and invest in community initiatives focused on STEM, inclusion, and digital empowerment.

Community engagement

We invest in local communities through volunteering, charity partnerships, and programs that support skills development and long-term resilience.

Materiality

Understanding what matters most to our stakeholders is fundamental to how we operate and grow responsibly. While we have engaged with our key stakeholders over many years and previously undertaken impact materiality assessments, in FY25 we deepened and formalised our approach through our first Double Materiality Assessment (DMA). This shift reflects the growing complexity of stakeholder expectations and the introduction of new sustainability disclosure standards in Australia, ensuring our ESG strategy remains relevant, balanced and future-focused. We engaged an independent advisory firm to facilitate our DMA process, which allowed us to refresh our understanding of the sustainability issues that matter most, both to our stakeholders and to the long-term success of our business.

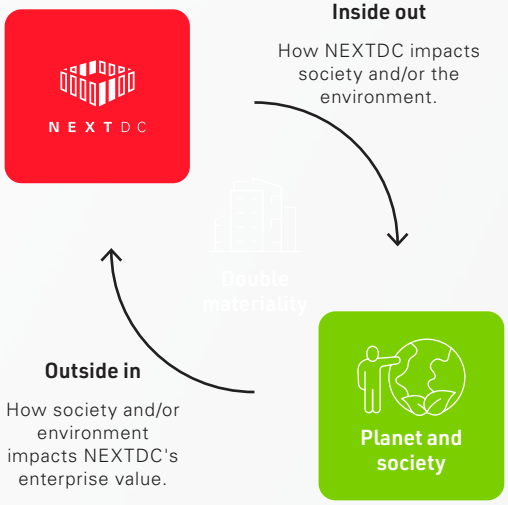
Our DMA aligned with best practice guidance from global sustainability frameworks, including the GRI 3: Material Topics standard to evaluate both:

Impact Materiality

How NEXTDC's activities impact the environment, society and economy.

Financial Materiality

How sustainability-related risks and opportunities could affect NEXTDC's financial performance.



Overview of our methodology

The assessment was led by NEXTDC's Sustainability and Risk teams, with deep subject matter input from across the business. To ensure rigour and objectivity, we engaged an independent stakeholder advisory firm, to ensure that help align our approach aligns with evolving global standards and best practice.

1. Desktop Research and Topic Identification

Publicly available sources were reviewed, including peer disclosures, global frameworks (GRI, SASB, CSRD, UN SDGs), investor and regulatory expectations, and internal documents. Topics were screened through market, regulatory, and strategic lenses, then mapped across our value chain to assess both actual and potential impacts.

2. Stakeholder Engagement

A diverse range of internal and external stakeholders across key geographies were engaged through one-on-one interviews with executives, Board members, customers, and investors. We held a dedicated materiality workshop with our ESG Council and senior leaders, and conducted a broad stakeholder survey designed to capture both qualitative and quantitative insights.

3. Assessment and Analysis

Topics were assessed for their potential financial impact based on likelihood, urgency, and risk tolerance, with validation workshop refining findings, prioritising emerging risks, and identifying value creation opportunities.

4. Finalisation and Prioritisation

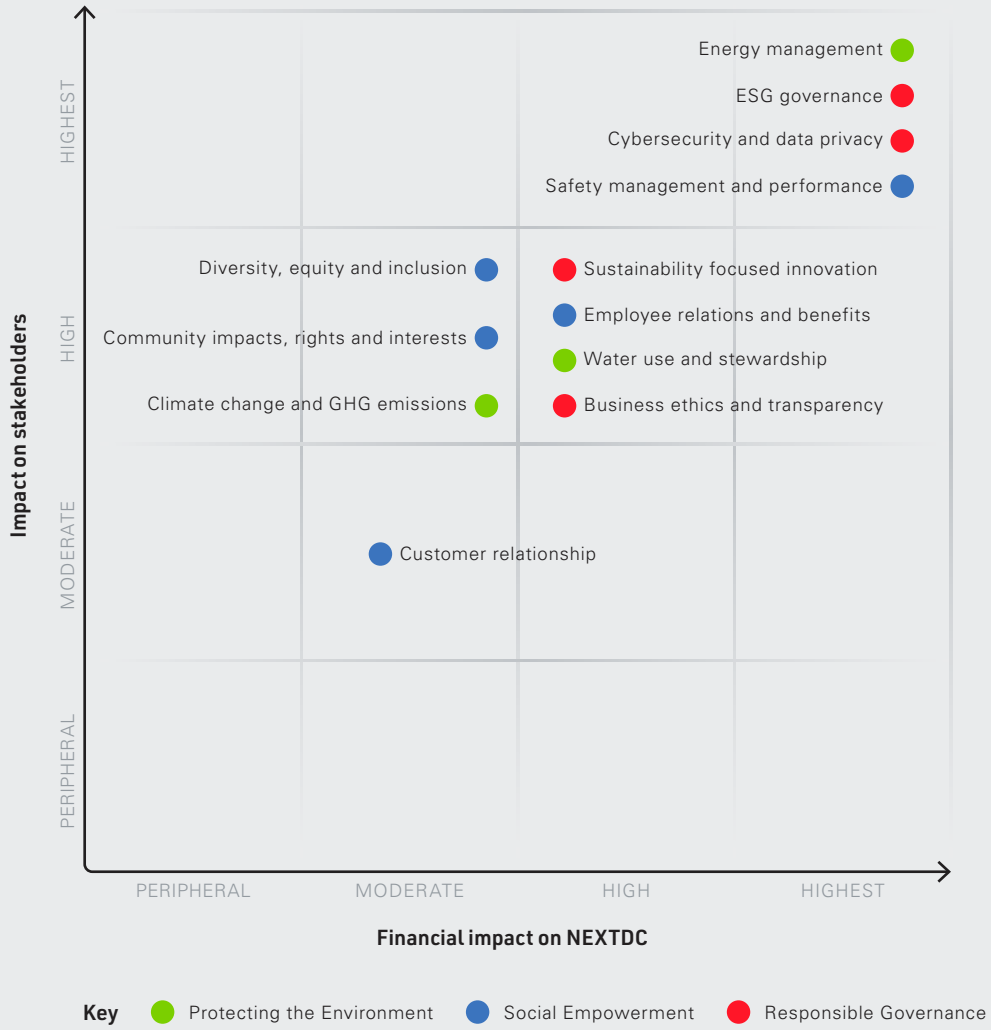
Topics were mapped across two dissension, impact materiality (which is the effect on people, planet and economy) and financial materiality (which is an influence on enterprise value). The resulting double materiality matrix provides a balanced view of our priority ESG issues, enabling us to focus on what matters most for stakeholders and long-term resilience.

Our material topics

Our assessment identified 13 material topics from highest to moderate intensity. In addition, six topics were identified as having peripheral materiality, including air quality, biodiversity, waste and circularity, health and wellbeing, and Whistleblower protections. We will consider the materiality of these peripheral topics in future materiality assessments.

The materiality matrix maps financial materiality on the horizontal axis and impact materiality on the vertical axis. Topics appearing in the upper-right quadrant represent those most critical to NEXTDC, as they combine both strong business relevance and substantial societal or environmental impact.

A detailed table on the next page provides an overview of each material topic. It includes the topic definition, its level of financial and impact materiality, associated risks and opportunities, and the management approach, alongside the relevant GRI topic references.



Material topic	Definition	Financial materiality	Impact materiality	Risk	Opportunities	Management of material topics	GRI topics	Page reference
Energy management	Managing energy demand and improving energy efficiency across operations, with a focus on reducing reliance on grid-supplied electricity and improving energy performance metrics.	●●●●	●●●●	Rising electricity prices, grid unreliability and high cooling demands in dense data environments.	Lower operating costs, improved asset efficiency, and market leadership through innovation in energy performance (e.g., AI-optimised cooling, on-site solar, and PUE reductions).	Tracking Power Usage Effectiveness (PUE), embedding energy efficient design in all new builds, NABERS energy ratings, investing in advanced cooling technology tailored to high-density, AI-ready workloads.	GRI 103: Energy	24
ESG governance	Ensuring Board and executive leadership oversight, accountability, and integration of ESG factors into business strategy, risk management, and decision-making frameworks.	●●●●	●●●●	ESG reporting misalignment, greenwashing claims, non-compliance, loss of investor trust.	Strengthened brand and investor confidence, improved access to sustainable finance, ability to lead in an evolving regulatory landscape.	ESG Council establishment, Double Materiality Assessment, ESG KPIs integrated into risk and executive management, reporting aligned to best practice sustainability frameworks, participation in independent ESG ratings and certifications.	GRI 2: General Disclosures	14
Cybersecurity and data privacy	Protecting customer and company data by implementing robust security systems and ensuring compliance with privacy laws and expectations.	●●●●	●●●●	Cybersecurity breaches and privacy violations can lead to regulatory penalties, service disruption, and reputational damage.	High data security and compliance provide competitive advantage and enhance customer trust, especially in colocation environments.	ISO27001 certification, SOC 1 & 2, PCI-DSS compliance, privacy and cyber awareness training, regular audits and incident simulations.	GRI 418: Customer Privacy	18
Safety management and performance	Managing health and safety risks across all operational sites to prevent incidents, injuries and ensure a safe environment for workers and contractors.	●●●●	●●●●	Workplace incidents, including contractor safety failures, may result in regulatory action or project delays.	Proactive safety programs improve contractor performance, reduce liability, and promote a strong safety culture across all builds.	ISO45001 certification, Safety in Design processes, digital incident reporting, proactive site safety inspections and training programs.	GRI 403: Occupational Health and Safety	34
Water use and stewardship	Proactively managing water use across data centre operations by improving efficiency, reducing potable water withdrawal, and protecting water resources.	●●●○	●●●○	Water stress in operating regions, certainty in water source, regulatory constraints on water-intensive cooling methods, and reputational risks around resource use.	Enhanced resilience through water-efficient cooling, lower operating costs, transitioning to non-potable water sources and optimised WUE performance.	WUE tracking, water-efficient site design, use of harvested/reticulated water, and site-level water management strategies.	GRI 303: Water and Effluents	29
Business ethics and transparency	Embedding ethical business practices and transparent communication to meet legal obligations and support stakeholder trust.	●●●○	●●●○	Misconduct, non-compliance, or lack of transparency can erode reputation and result in legal consequences.	Strong ethical conduct improves stakeholder trust, strengthens license to operate, and mitigates governance risks.	Code of Conduct; training on ethics and modern slavery; formal ESG governance and public ESG disclosures.	GRI 205: Anti-corruption GRI 206: Anti-competitive Behavior	17
Responsible sourcing	Embedding sustainability principles into procurement and supplier engagement to reduce social and environmental risks in the supply chain.	●●●○	●●○○	Supply chain exposure to modern slavery, carbon-intensive inputs, or poor practices creates legal and reputational risk.	Sustainable procurement builds resilience, unlocks social value, and supports emissions reduction through supplier innovation.	Supplier ESG audits; Sustainable Procurement Strategy; modern slavery training and ISO20400 alignment investigations.	GRI 204: Procurement Practices GRI 414: Supplier Social Assessment	22
Employee relations and benefits	Providing a strong employee value proposition (EVP) that attracts and retains talent, enhances wellbeing, and builds internal capability.	●●●○	●●●○	Poor engagement or lack of benefits can increase turnover and reduce productivity.	Strong EVP, wellbeing initiatives, and leadership development attract top talent and strengthen long-term workforce capability.	Employee wellbeing programs, NEXTPoll engagement surveys, capability frameworks, and DE&I informed retention strategies.	GRI 401: Employment GRI 404: Training and Education	37
Sustainability focused innovation	Developing and deploying innovative technologies and processes to improve sustainability outcomes across energy, emissions, water, and materials.	●●●○	●●●○	Failure to innovate can result in regulatory lag, operational inefficiencies, or customer attrition.	Differentiation through leading-edge design (e.g. AI-ready cooling), lower lifecycle impacts, and first-mover advantage in climate adaptation.	R&D investment in advanced cooling; embodied carbon assessments; internal innovation pipelines; trialling Uptime Sustainability Assessments.	N/A	21
Climate change and GHG emissions	Measuring, managing, and reducing greenhouse gas emissions across Scope 1, 2 and transitioning to net zero.	●●○○	●●●○	Regulatory transition risks, carbon pricing, and embodied carbon exposure.	Access to green capital, improved ESG ratings, and customer preference for low-carbon colocation services.	Net zero aspiration and climate transition planning, carbon tracker tools, customer emissions engagement, climate risk scenario analysis aligned with TCFD.	GRI 201: Economic Performance GRI 305: Emissions	26
Diversity, equity and inclusion	Creating a workplace culture that supports equal opportunity, reduces systemic barriers, and values the contribution of all employees.	●●○○	●●●○	Talent loss, reduced innovation, or brand damage from exclusionary practices.	Better decision-making, broader talent pipelines, improved retention and alignment with customer and investor expectations.	DE&I Action Plan; targeted inclusive recruitment; employee-led resource groups; board-level gender targets; annual gender benchmarking.	GRI 405: Diversity and Equal Opportunity	39
Community impacts, rights and interests	Understanding and responding to the social and environmental impacts of operations on local communities, including land use, access, and wellbeing.	●●○○	●●●○	Planning objections, delayed approvals, reputational issues from poor community consultation.	Faster project approvals, local partnerships, enhanced social license to operate.	Live to Give program; community engagement working groups; education partnerships; social impact strategy under development.	GRI 413: Local Communities	41
Customer relationships	Partnering with customers to understand expectations, co-develop ESG solutions, and improve data transparency and service delivery.	●●○○	●●○○	Misaligned ESG priorities, reputational risk from shared carbon footprints.	Co-investment in sustainability, customer loyalty, and shared emissions reductions through initiatives like NEXTNeutral or renewable energy offerings.	Voice of Customer surveys; ESG partnership pilots; tailored sustainability reporting; hyperscale Scope 2 emissions collaboration.	N/A	43

Key ●●●● Highest materiality ●●●○ High materiality ●●○○ Moderate materiality ●○○○ Peripheral materiality

Stakeholder engagement

Employees

Our employees drive the company's success. Their active participation supports business optimisation and achievement of long-term goals.

Key focus areas

Safety and wellbeing, training, diversity, flexible working conditions.

How we engage

- Induction, Policies and procedures, Intranet, Committee meetings
- Code of Conduct, Training and Awareness sessions, direct engagement, email, Viva Engage
- Employee Surveys (NEXTPoll, Double Materiality Assessment and People at Work)
- 'All Hands' with the CEO and Townhalls
- ESG Report

Customers

Our core value of 'Customer First' aims to continuously create value for customers and communicate with them to help us understand their needs, build trust, and help achieve mutual growth.

Key focus areas

Service reliability, emissions, energy use, water efficiency, data privacy, affordability, net zero alignment.

How we engage

- Site Induction and Facility Rules
- Privacy Policy and Privacy Collection Statements
- Service Advisory Notifications (Weekly/Monthly/Quarterly)
- Annual reports
- Monthly or Quarterly Business Reviews
- Reoccurring meetings with operational teams
- ESG Report

Shareholders and Investors

Our shareholders and investors strategically shape our business in supporting funding to generate positive investment returns and business growth.

Key focus areas

Financial and ESG performance, long-term value creation, risk oversight, governance, business ethics and transparency

How we engage

- Disclosure documents including results announcements, investor presentations, Annual Reports, ESG Reports, Climate and Nature Reports and other ASX lodgments
- Annual General Meeting
- Investor roadshows
- Website
- Interim and full year results briefing
- Strategy briefings and market updates

Media and academia

NEXTDC ensures ongoing engagement with media outlets to share insights and updates, enhancing transparency and keeping stakeholders informed about developments, initiatives and progress.

Key focus areas

Strategy, regulations, tech trends, market insights.

How we engage

- Media/ASX releases, briefings and interviews,
- websites, social media channels
- Press conferences, media publications
- Research collaboration and academic partnerships
- ESG Report

Government and regulatory authorities

Engagement with central and local governments and authorities is a critical part of ensuring regulatory compliance and positive interactions ensure legal compliance and operational stability.

Key focus areas

Compliance, permits, ESG disclosures, modern slavery, regulatory reporting.

How we engage

- Approvals and development permits
- Dedicated meetings, submissions, attendance at consultation sessions
- Reports on sustainability performance and environmental due diligence/ monitoring
- Regulatory reporting (NGER, Modern Slavery Statement, WGEA etc.)
- On-site inspections and audits
- Annual Reports and ESG Reports

Communities

Strong relationships with the communities we operate in can address concerns, garner support and contribute positively to the local economy.

Key focus areas

Local employment, upskill opportunities, construction impacts, partnerships, volunteering.

How we engage

- Project discussions through meetings, onsite inspections, and reports
- Live to Give initiatives
- Volunteering
- Website
- Public disclosures (reports), whitepapers and social media channels

Industry associations

NEXTDC actively engages with industry associations by fostering collaboration, representing our business, staying abreast of industry trends and best practices.

Key focus areas

Tech trends, ESG best practice, policy influence, thought leadership.

How we engage

- Representation on boards and committees, conferences, association events
- Disclosure and openness of public information
- Regular discussions and meetings
- Whitepapers
- ESG Report

NEXTDC's ESG framework

	Responsible **Governance**	Protecting the **Environment**	**Social** Empowerment
Our focus	Trust and integrity; Data security; Innovation; Responsible sourcing	Energy; Water; Climate; Circularity	Safety; Diversity, equity and inclusion; Our People; Customers; Community
Our vision	Be a trusted data centre provider that champions transparency and ethical conduct Maintain robust cybersecurity and data privacy Drive continuous innovation to sustainable scale	Aspire to a net zero future Reduce our emissions Optimise our water usage efficiency Build climate resilient infrastructure Divert 90% of our operational waste from landfill	Create a safe environment at work Strengthen inclusion and diversity representation Invest in a high-performance culture Enhance customer experience Support our communities
Material topics	ESG Governance Cybersecurity and data privacy Business ethics and transparency Sustainability-focused innovation	Energy Management Climate Change and GHG emissions	Safety management and performance Employee relations and benefits Community impacts, rights and interests Customer relationships Diversity and Inclusion
UN SDGs	8 Decent work and economic growth; 5 Gender equality	7 Affordable and clean energy; 13 Climate action	3 Good health and well-being

RESPONSIBLE Governance

Trust and integrity

ESG Governance

The Board

The Board Charter outlines the duties and responsibilities of the Board. The Board of Directors provides strategic direction and approves the overarching policies that shape our operations. It oversees the execution of these strategies through regular engagement with executive leadership, including scheduled meetings, formal reports and committee updates. Our governance framework is designed to uphold transparency, role clarity and long-term organisational stability. To support sound decision-making, the Board is supported by a suite of standing advisory committees, each comprising non-executive directors, with access to independent experts where specialist insights are required.

Board of Directors

The Board is composed of a diverse group of experienced leaders with deep expertise in:

- ICT and digital infrastructure (including data centre and hyperscale operations)
- ESG, risk and governance
- Financial management and capital allocation
- Regulatory, compliance and legal advisory
- Customer, stakeholder and investor relations
- Innovation, cyber security, and digital transformation

The majority of Board members are independent and their skills and experience are assessed regularly against our Board Skills and Competency Matrix. This ensures our governance capabilities remain relevant as we grow our operational footprint and expand into new markets.

The Board's permanent committees include the Audit and Risk Management Committee (ARMC), Remuneration and Nomination Committee (REMCO) and Investment Committee (IC). The Audit and Risk Management Committee Charter and Remuneration and Nomination Committee Charter has been established to outline the duties and responsibilities of each committee. These committees provide focused oversight and enable deep engagement on matters of audit and assurance, ESG performance, succession planning, remuneration, and risk management.

The composition and performance of the Board are reviewed annually. Directors bring international perspectives and multi-sectoral knowledge, and are actively engaged in technical site visits, investor meetings, and stakeholder engagement forums to stay connected to the operational and community impacts of NEXTDC's business.

Stakeholders

Government and Regulators | Business Partners and Investors | Shareholders | Employees | Community

NEXTDC Board

Governs NEXTDC by setting strategic objectives and risk appetite and overseeing Management.

Board Committees

Audit and Risk Management Committee (ARMC)
Oversees financial reporting, audits, and risk management, including identification and mitigation of current and emerging risks.

Remuneration and Nomination Committee (REMCO)
Oversees the remuneration framework, policies and practices. Oversees Board and Committee composition, renewal and succession planning.

Investment Committee (IC)
Evaluates and monitors investment proposals and performance.

Chief Executive Officer (CEO)

Governs NEXTDC by executing the strategic objectives, managing risks and overseeing Management.

Executive Leadership Team (CXO)

Supports the CEO on strategy, business performance, people.

NEXTDC Team

NEXTDC ESG-related working groups, committees and councils

ESG Council | DE&I Committee | RAP Working Group | Security Steering Committee | WHS Committee | People at Work Focus Group | Live to Give Committee

During the year, the composition of our Board has been stable at eight directors, with no new appointments or resignations. We understand the importance of good governance and continue to align with the ASX Corporate Governance Principles and Recommendations (4th Edition). A copy of our Corporate Governance Statement is available on our website and contains a more comprehensive description of our Board structure and functions, along with an overview of our corporate governance policies.

In recent years, the Board has focused on:

- Strengthening ESG oversight and integration across strategy, supported by the development of the ESG Council
- Supporting succession planning and leadership development aligned with future growth
- Maintaining strong risk oversight across cyber, supply chain, climate and reputational risk
- Enhancing investor confidence through transparent disclosures, assurance, and sustainability-linked performance
- Overseeing the company's climate and nature-related disclosure readiness under TCFD, TNFD, and the transition to AASB S2

In FY25, several directors engaged directly with hyperscale clients and operational teams as part of our internal verification process, contributing practical insights and guidance to strengthen reporting quality and stakeholder confidence.

ESG Council

The ESG Council, established in 2024, plays a central role in coordinating NEXTDC's sustainability efforts and ensuring structured, enterprise-wide oversight of material ESG matters. Chaired by the Chief Risk Officer (CRO), the Council brings together senior representatives from across the business, including Sustainability, Energy, Engineering, Compliance, Legal, Finance, People & Culture, and Operations. It also includes investor-facing functions to ensure alignment with market expectations and disclosure standards. The Council meets on a bi-monthly basis and serves as a governance forum, tracking progress on ESG matters, identifying emerging risks and opportunities, and supporting the integration of ESG considerations into decision-making. This cross-functional representation ensures that sustainability performance, climate and nature-related risks, and stakeholder concerns are a consistent focus of the business.

Issues examined by the ESG Council, are also reported to the Audit and Risk Management Committee (ARMC), NEXTDC's primary Board-level governance body for Risk and ESG matters. Regular ESG updates from the Head of Sustainability, through the CRO, form part of the ARMC agenda, providing Directors with a structured and transparent view of key ESG issues, progress against targets, regulatory readiness and material developments. This mechanism enables the Board to maintain informed oversight of ESG risks, strategy execution, and assurance.

In FY25, our ESG Council held six meetings. A range of topics were discussed by the ESG Council during the year, including preparedness for evolving sustainability reporting requirements, materiality and NEXTDC's progress across key sustainability initiatives.

Executive leadership forums

Executive Leadership Team meetings

ESG matters are also considered in NEXTDC's monthly Executive Leadership Team meetings, which include the Chief Executive Officer, Chief Financial Officer, Chief Risk Officer, Chief Operating Officer, Chief Customer & Commercial Officer, Chief Information Officer, and Head of People & Culture. These meetings provide a forum to review ESG issues in the context of key projects and strategic initiatives. Where relevant, outputs inform engagement with the Board and its Committees.

Functional leadership engagement

Each business function holds its own leadership forums with their respective CXO, where ESG-related matters - such as climate strategy, energy and water management, safety performance, people and culture programs, sustainability priorities, and operational risks - are an integral part of the business considerations of their function. Given the broad cross-functional representation within the ESG Council, information is actively disseminated through various functions and teams. Company-wide platforms such as the internal Viva Engage and intranet are also used to communicate and celebrate initiatives related to ESG.

ESG-linked incentives

At NEXTDC, executive incentives are linked to performance across key ESG and operational priorities. In FY25 our Short-Term Incentive (STI) framework continues to incorporate defined sustainability metrics that reflect our commitment to environmental performance, workplace safety, and an inclusive culture.

For FY25, performance expectations include:

- Workplace Health & Safety: Maintain a Lost Time Injury Frequency Rate (LTIFR) below 2.7, alongside strong safety leadership engagement, demonstrated by over 90% of executives completing site safety inspections.
- Energy Efficiency: Achieve a Power Usage Effectiveness (PUE) of less than 1.4 across all operational facilities[1].
- People, Culture & Inclusion: Ensure 95% completion of team training modules that address diversity, inclusion, safety, and social impact.

These ESG metrics are designed to incentivise positive performance and evolve as necessary to keep pace with the evolving ESG landscape.

Legal and socio-economic compliance

NEXTDC maintains strong governance and internal controls to ensure compliance with legal and ethical obligations. Our sales and procurement processes, supported by a Board-endorsed Statement of Delegated Authority, help minimise the risk of fraud and ensure staff operate within approved limits. All payments require dual sign-off to maintain financial control. The Delegation Framework was updated in FY25 to reflect organisational and international growth.

All employees and Directors complete Code of Conduct training at induction and annually. This is supported by a suite of governance policies available on our website, which set clear expectations and reporting mechanisms for misconduct.

NO INSTANCES OF FRAUD HAVE BEEN REPORTED SINCE THE COMPANY'S INCEPTION.

Compliance with Labour law and sanctions

NEXTDC addresses all formal grievances in line with its Grievance Handling Procedure, which complies with relevant legislation and procedural fairness requirements. In FY25, there were no fines or sanctions for non-compliance with labour laws or regulations.

> **"The ESG Council, established in 2024, plays a central role in coordinating NEXTDC's sustainability efforts and ensuring structured, enterprise-wide oversight of material ESG matters."**

1 This figure is our internal calculation for the performance of our critical infrastructure under ramped customer load. This metric focusses on the underlying efficiency of NEXTDC's facilities without the overlay of, as yet, underutilised capacity. Please refer to the FY25 Annual Report for more detail.

Risk management

NEXTDC's approach to risk management is designed to strengthen our organisational resilience, support strategic decision-making, and deliver long-term value. We embed balanced risk thinking across all levels of the business to ensure material sustainability and climate-related risks are proactively identified, assessed, and managed in alignment with our Enterprise Risk Management Framework.

We apply a three lines assurance model to ensure effective oversight, with escalation governed by the Audit and Risk Management Committee (ARMC) of the Board. This approach ensures clear visibility from operational risks through to Board-level governance.

Our Risk Management Policy, that has been approved by the Board, defines governance structures, roles and responsibilities, and the application of risk appetite across operations. Our business-wide Risk Management Framework is consistent with the international risk standard *ISO31000* which ensures a systematic approach is used to identify and assess risks, and determine treatment plans to manage, transfer and avoid risks.

Material risks, including sustainability, climate, energy, cyber, and stakeholder trust, are assessed at the enterprise level and integrated into functional, project, and facility-level risk registers. As our digital infrastructure footprint expands, so too does the complexity of our risk landscape. We remain focused on early detection, continuous monitoring, and structured mitigation of ESG and operational risks that could impact our customers, people, and reputation.

Climate- and nature-related risks and opportunities are embedded in our enterprise-wide risk management and disclosed in alignment with the TCFD and TNFD frameworks. These risk assessments draw on internal expertise and third-party insights, covering both transition risks (e.g. policy and regulatory change, energy market volatility) and physical risks (e.g. rising temperatures, extreme weather events impacting critical infrastructure and supply chains).

Operational risk assessments are regularly conducted at all NEXTDC facilities and capital projects, with emerging ESG risks escalated through structured risk forums and the ESG Council. Site teams maintain risk registers supported by our central Risk and Compliance function, which monitors trends and supports the development of mitigation strategies.

Key ESG risk management initiatives include:

- Ongoing refinement of ESG risk registers, mapped to material topics and stakeholder expectations
- Integrating sustainability-linked risk indicators (e.g. energy efficiency, carbon emissions, WH&S, reputation) into risk registers
- Conducting regular climate risk deep dives and workshops with executives and senior leaders
- Continuing to incorporate nature-related risks as part of our LEAP-based TNFD alignment journey
- Strengthening controls and early-warning systems in response to cyber and geopolitical threats

Further details on our Risk Management Framework can be found in our Corporate Governance Statement, available on our website. Climate and nature-related risks and opportunities are also detailed in our FY25 Climate and Nature Report.

Material Risk Exposure

Understanding and managing the risks impacting our strategic objectives is essential to support critical business decisions. Material risks have been grouped according to the following themes:

- **Business Management and Governance**
- **Work, Health, Safety and Environment**
- **Maintain 100% Uptime Guarantee**
- **New Data Centres**
- **Ensuring Financial Health of the Company**
- **Security of Data and Information**
- **Revenue Generation and Customer Growth**

Identified material risks, as assessed by management and the Board, have the potential to significantly impact stakeholder value in the short, medium, and long term. These risks, individually or combined, may threaten our strategy, business model, performance, solvency and reputation. As our data centre portfolio grows and we expand internationally, these risks will inevitably evolve, requiring continuous monitoring and mitigation strategies.

Business ethics and transparency

NEXTDC is committed to embedding ethical business practices and transparent communication to meet legal obligations and support stakeholder trust.

Our approach is grounded in integrity, accountability, and compliance with applicable laws and standards. To support our approach in this area, we have established Codes of Conduct for all employees and directors. These documents provide clear guidance on ethical expectations and responsible decision-making for employees, executives, and business partners. We regularly review and update our policies to reflect evolving ESG risks and stakeholder expectations, including areas such as climate disclosures and digital trust.

We expect all NEXTDC employees, contractors and suppliers to act with integrity and professionalism in their interactions. Our Codes of Conduct sets the foundation for ethical business practices, with mandatory training and clear escalation pathways for concerns. Our Board and management review ethical risk exposures and promote a speak-up culture through safe and confidential channels. Our Values, Codes of Conduct, and supporting policies guide our people and partners to uphold our expectation to act fairly, ethically and in accordance with the law.

Our governance framework is underpinned by a comprehensive suite of policies covering ESG, human rights, diversity, sustainability, workplace safety, ethical conduct, risk management, and stakeholder communications. Together, these policies reinforce ethical leadership, operational resilience and accountability.

Anti-bribery and corruption

We maintain a zero-tolerance approach to bribery and corruption. NEXTDC's Anti-Bribery and Corruption Policy outlines prohibited conduct, responsibilities, and reporting mechanisms. The Policy applies to all directors, employees, temporary staff, contractors, suppliers, service providers, and other third parties acting for or on behalf of the NEXTDC.

We conduct risk assessments in high-exposure areas and deliver targeted training to key roles, including procurement and business development. Internal controls are regularly reviewed to ensure alignment with international best practice.

NEXTDC maintains processes to mitigate potential exposure to money laundering risks including assessments of counterparties and due diligence over key onboarding and procurement activities.

NEXTDC does not make political donations or contributions to political parties, candidates, or campaigns. This reflects our commitment to independence, integrity, and public trust. Any engagement with government or regulators occurs in a transparent and lawful manner.

To our knowledge, no legal proceedings were initiated, ongoing, or concluded against NEXTDC in FY25 in relation to breaches of anti-bribery or corruption laws.

Reporting compliance

Our reporting practices comply with all relevant statutory and regulatory requirements, including the ASX Corporate Governance Principles and Recommendations, the Modern Slavery Act, and mandatory emissions reporting under the National Greenhouse and Energy Reporting (NGER) Act.

We ensure that all sustainability claims are substantiated, reviewed internally, and aligned with underlying data and verified performance. Our approach is supported by internal controls, expert reviews, and independent assessment by external parties on select aspects of our performance.

Data security

As a digital infrastructure provider, we do not access or manage the data stored on customer equipment hosted in our facilities. However, we operate in an environment with elevated expectations for cybersecurity, physical security, and regulatory compliance. At NEXTDC, we seek to protect customer and company data by implementing robust security systems, ensuring compliance with privacy laws and expectations and a strong culture of security awareness across our people, systems, and facilities.

Our data privacy program includes regular risk assessments, encryption policies, and incident response testing. In FY25, we conducted desktop exercises simulating data breach scenarios to test and strengthen our response and resilience.

Cybersecurity and Information governance

We maintain a comprehensive cyber and information security management governance framework, that aligns with ISO27001 and compliance with regulatory requirements that includes the Security of Critical Infrastructure Act 2018 (SOCI) in Australia.

Our approach is supported by comprehensive governance documents, including:

- **Data Retention Policy:** Defines how we manage and securely store our internal records.
- **Incident Management Procedure:** Outlines clear steps for responding to operational incidents.
- **Cyber Security Incident Response Plan:** Ensures a coordinated response to cyber threats affecting our infrastructure.
- **IT Disaster Recovery Plan:** Supports business continuity and rapid recovery of critical systems.

NEXTDC's Security Operations Centre (SOC) actively monitors for cyber threats, with 24/7 response capabilities. We conduct periodic third-party penetration testing, annual incident simulations, and mandatory cybersecurity training for all employees and contractors, reflecting our defence-in-depth mindset.

All NEXTDC team members, contractors, and consultants must undergo mandatory privacy management and information security awareness training annually.

We rigorously test our Business Continuity (BC), Disaster Recovery (DR), and Cyber Incident Response plans each year to ensure we can maintain critical infrastructure operations during any disruption. As a data centre provider, while we do not have access to the data hosted on customer equipment, ensuring continuous power, cooling, and secure facility operations is essential to our customers' resilience. Our BC program is a cornerstone of our operational reliability, and we are committed to continually strengthening it.

Cyber security incident management

As a data centre operator, NEXTDC's role is to provide secure, resilient infrastructure that enables customers to manage their own data safely. We manage cyber security risks through:

- A defined and periodically tested Cyber Security Incident Response Plan.
- Strong physical and logical security controls at all facilities.
- Ongoing assessment of emerging cyber threats.
- Clear security requirements for critical suppliers and partners.
- Transparent communication with customers in the event of incidents.

Customer data security and privacy management

Customers are responsible for managing their own data on their IT equipment and the security of their data. For information within our control, NEXTDC is committed to respecting and protecting the privacy rights of all individuals we engage with. Our Privacy Program focuses on compliance with global data protection laws and regulations covering all aspects of our operations. We collect a minimal amount of customer Personal Identifiable Information (PII), limited to activities such as account and contract management, marketing, and permitting entry into our facilities.

We recognise that a data security breach could have a significant reputational impact on NEXTDC and our customers. Any customer account-related information that we store is protected in accordance with our Privacy Policy, which is available on our website.

NEXTDC HAS NOT RECEIVED ANY SUBSTANTIATED COMPLAINTS REGARDING BREACHES OF CUSTOMER PRIVACY OR LOSSES OF CUSTOMER DATA DURING THE REPORTING PERIOD.

> **"There is a clear delineation between customer-managed data stored on their IT equipment, which NEXTDC does not access, and the information we manage ourselves, such as account details and operational metadata which is safeguarded under strict privacy controls."**

Physical security and data sovereignty

Keeping your data safe starts with where it's stored. Our data centre physical security is a core strength, informed by military-grade protocols and government security frameworks:

- Protective Security Policy Framework (PSPF) and Information Security Manual (ISM) compliant builds
- Multi-layered, risk-based security: integrating biometric access controls, CCTV, electronic perimeters, hardened building design, and trained personnel
- DTA Certification: Certified by the Australian Government Digital Transformation Agency to securely host sovereign data

Our security model is underpinned by an intelligence-driven, multi-tiered approach - integrating physical, electronic and personnel security controls through a unified platform. Access is tightly controlled and limited strictly to those with appropriate authorisation, whether it be for entrances, common areas, staging rooms, private cages, data halls, or support infrastructure. This layered security framework is continuously reviewed and enhanced to reflect the evolving risk and threat landscape.

NEXTDC's second-generation and newer data centres are designed, constructed and operated in accordance with the PSPF and ISM. These standards are now embedded in all future builds, both domestically and internationally, as part of our defence-in-depth strategy. This model provides a holistic framework to *Deter, Detect, Delay and Respond* to potential threats across every layer of our environment.

To support customers with elevated data protection needs, our sites include secure environments built to host information classified at varying Business Impact Levels (BILs), as defined in the PSPF. These capabilities, along with our third-party security certifications, reflect the maturity of our approach from design to operation.

Our Security Policies and Procedures guide how we manage and implement these controls. All staff, contractors, and consultants undergo mandatory security awareness and privacy training to ensure everyone understands their role in identifying threats, reporting risks, and maintaining the security of our facilities.

Ongoing stakeholder education, threat awareness, and proactive risk mitigation remain central to our operations.

External certifications

NEXTDC is committed to maintaining the highest levels of operational excellence, security, and environmental performance across our network. Our participation in industry certifications, ratings, and social initiatives reflects our ambition to lead in sustainability and governance. These recognitions provide third-party validation of our efforts and signal to customers, investors, and stakeholders that we are serious about our responsibilities and results.

ISO Certifications

ISO 9001:2015

Quality Management System Certification

S1, S2, S3, B1, B2, M1, M2, M3, P1, P2, C1 and Head office

ISO 27001:2013

Information Security Management System (ISMS) Certification

S1, S2, S3, B1, B2, M1, M2, M3, P1, P2, C1 and Head office

ISO 45001:2018

Occupational Health and Safety Management Systems

S1, S2, S3, B1, B2, M1, M2, M3, P1, P2, C1 and Head office

ISO 14001:2015

Environmental Management System Certification

S1, S2, S3, B1, B2, M1, M2, M3, P1, P2, C1 and Head office

Uptime Institute Certifications

All NEXTDC facilities are certified to these standards in due course. Exceptions to this include NEXTDC's edge data centres (SC1, NE1 and PH1). Where it applies to services we provide, new metro facilities (S6, A1 and D1) will be audited for these certifications after a minimum of 12 months of operation.

Uptime Institute Tier III and Tier IV Certification of Design Documents

Uptime Institute Tier III and Tier IV Certification of Constructed Facility

Uptime Institute Tier III and IV Gold Certification for Operational Sustainability

Uptime Institute Sustainability Assessment Award

M2 was certified in November 2024

NEXTDC supports the Taskforce on Nature-related Financial Disclosures (TNFD), aligning with best practice in nature-related risk and opportunity reporting.

NEXTDC is a TCFD supporter, committed to transparent climate-related financial disclosures.

Climate Active

Australian Government, Climate Active certified for carbon neutrality.

FTSE4Good Index Series Constituent

NABERS

NEXTDC's P1 certified to 4.5-Star for energy efficiency. In addition, B2, S1, S2, S3, S6, M1, M2, M3, P1, and P2 have been designed with annualised PUE performance targets aligned to achieve NABERS 5-Star certification.

TRUE Certification

TRUE (Total Resource Use and Efficiency) is a zero waste certification program focused on waste reduction and recycling. NEXTDC S1 Sydney achieved Certified level TRUE Certification in August 2023.

Green Building Index (GBI)

KL1 has been awarded a Provisional Platinum rating under the Green Building Index (GBI), recognising its sustainable design and intended operational performance.

SOC 1 / SOC 2

Suite of assurance reports from the AICPA issued to provide assurance on system-level controls operated as a data centre service organisation.

PCI-DSS

Payment Card Industry Data Security Standard certification issued scope of information security controls operated as a data centre service provider.

Australian Federal Government Digital Transformation Agency (DTA)

DTA Certified Strategic to Secure Sovereign Data.

Trade associations and organisations

NEXTDC actively participates in industry collaborations and associations across environmental, social, and economic domains. These partnerships enable us to help shape climate and energy policy, advance diversity and inclusion, share best practices, and represent the data centre sector in advancing our business objectives.

- Communications Alliance – Communications
- Resilience Administration Industry Group
- Communications Alliance – Building Access
- Operations and Installation
- Communications Sector Group
- Trusted Information Sharing Network for Critical Infrastructure (TISN) member
- Communications Criticality Project
- National Safety Council of Australia
- Department of Foreign Affairs and Trade (DFAT)
- The Australian Trade and Investment Commission (Austrade)
- Malaysia Digital Economy Corporation (MDEC)
- Malaysian Investment Development Authority (MIDA)
- Diversity Council Australia
- Work 180
- Vision 40:40

We continue to review our industry associations and memberships to ensure their participation meets the expectations and needs of our stakeholders, with a particular focus on climate change and energy policy.

Innovation

We see emerging technologies and digital transformation as enablers of long-term value. We develop and deploy innovative technologies and processes to improve sustainability outcomes across energy, emissions, water, and materials.

NEXTDC's core services are designed to support the digital transformation of our customers, and we are increasingly embedding sustainability into the products and platforms we offer. Through initiatives such as tailored sustainability reporting, carbon-neutral hosting, and energy-efficient colocation, we help our customers reduce their own environmental impact.

We are also leveraging technologies such as digital twins, smart building systems, and AI-powered data analytics to drive real-time visibility, proactive maintenance, and emissions tracking. These investments help reduce downtime, increase asset efficiency, and improve our overall ESG performance. Whether used in customer systems, building management, or operational risk detection, AI-powered applications at NEXTDC are subject to internal review and governed by principles of fairness, confidentiality, accountability, and transparency. We are also committed to ensuring these technologies comply with all relevant regulations and standards.

Case study:

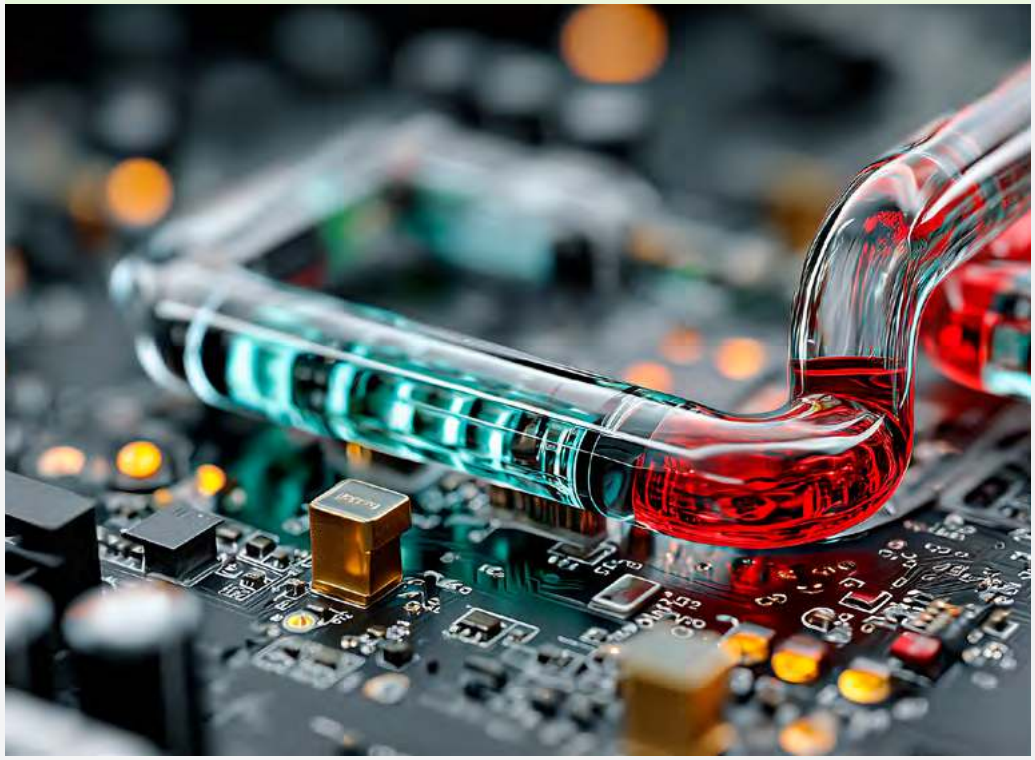
Pioneering next-generation efficiency through liquid-to-chip cooling

As demand for high-density, AI-driven compute continues to grow, traditional air and chiller-based cooling systems are reaching their physical and environmental limits. In response, NEXTDC is transitioning toward liquid-to-chip cooling - a system that delivers coolant directly to the processor or GPU instead of relying on air or water to cool the entire room.

In FY25, we designed infrastructure to support an initial deployment of 50MW IT load, predominantly direct liquid-to-chip, with design capacity scalable to over 100MW IT. This technology is designed for ultra-high-density environments, allowing greater compute per rack without a corresponding increase in energy, as liquid cooling is far more efficient at transferring heat and lowering environmental impact.

This approach enables higher compute per rack while improving energy efficiency, with modelling indicating design PUEs as low as 1.15 (at IT loads above 75%) may be achievable. This will almost halve the facility plant energy per kW of IT compared to conventional air-cooled compute of equal scale.

Our current cooling systems are predominantly economy cycle free cooling evaporative systems, selected to prioritise energy efficiency, carbon minimisation and minimise peak power on the electricity grid. NEXTDC is also deploying systems that eliminate refrigerant-based chillers, reduce electrical plant UPS losses for IT, simplifying architecture, enhancing reliability and materially reducing greenhouse gas impacts from synthetic refrigerants.



"The future of digital infrastructure is not coming - it's here now, and continues to evolve at the accelerating speed of AI. We don't see our data centers as short-term plays, but as long-term, multigenerational assets built on world class engineering, resilience and continuous innovation. As we design the data center of tomorrow, we are proving that sustainability innovation isn't just a market expectation, it's a powerful value-add and important driver of long-term returns. We're proud to be at the forefront of this transformation, building the infrastructure that fuels both the digital economy and a sustainable future."

Simon Guzowski
Vice President Investor Relations

"As the future races towards us faster than any time in history, I'm excited to be part of the AI revolution. As a key foundational component for AI factories and the digital advances occurring daily, I'm proud to be part of NEXTDC - where AI lives."

Adam Gardner
Head of Edge

Responsible sourcing

Responsible supply chain

Sustainability is a key part of supply chain management. We recognise that our supply chains contribute to our overall embodied carbon and are exposed to risks such as climate regulation, material availability, and human rights concerns. These risks are included in our broader supply chain risk assessments. We work with suppliers to improve sustainability outcomes and help mitigate these risks.

Our Supplier Code of Conduct outlines the minimum standards we expect from all suppliers. It aligns with our Corporate Social Responsibility Policy and applies to all providers involved in design, construction, operations, and maintenance. The Code covers governance, workplace health and safety, environmental management, employment practices, and information security.

Modern slavery and human rights

NEXTDC is firmly opposed to all forms of modern slavery in our operations and supply chains. We are committed to upholding human rights for all, our employees, communities, business partners, and those working within our extended supply network.

Our approach is described in the Human Rights Policy, which aligns with the UN Guiding Principles on Business and Human Rights and complies with the Modern Slavery Act 2018 (Cth) which includes identifying, reporting on, and addressing any risks of modern slavery across our operations and supply chain.

Modern Slavery compliance is a mandatory part of our global procurement process. In FY25, we continued to strengthen our program through:

- Comprehensive risk assessments across our supply chain, with a focus on high-risk geographies such as Malaysia
- Ongoing engagement with suppliers to co-develop robust modern slavery risk management processes
- Distribution of a detailed Self-Assessment Questionnaire to all Tier 1 suppliers to identify potential vulnerabilities
- Increased internal awareness and education for staff and supplier partners to help identify, understand, and address modern slavery risks

We submitted our fifth Modern Slavery Statement in December 2024.

Sustainable procurement process

We assess and engage suppliers based on weighted criteria including environmental performance, ethical conduct, quality assurance, financial viability, and alignment with our broader sustainability goals. All major delivery partners must submit Environmental Management Plans for construction activities and undergo site-specific risk assessments covering safety, environmental impact, and information security.

We prioritise:

- Suppliers with strong environmental and sustainability credentials
- Use of social enterprises, indigenous-owned businesses and locally sourced materials and labour wherever feasible
- Products with verified third-party environmental certifications
- Sourcing and logistics practices that reduce carbon and transport impacts

Supplier performance is reviewed regularly through Quarterly Business Reviews, and our audit program, with a focus on our Tier 1 suppliers, is expanding to cover higher-risk regions, including Asia. We also support smaller suppliers in building capability to meet our standards without compromising worker welfare.

As a neutral hub for cloud computing, NEXTDC's facilities are designed to foster wide industry participation. Our digital ecosystem supports over 750 partners, including 70+ telecommunications carriers and a mix of local and global technology providers delivering infrastructure, platforms, and services.

While some specialised materials must be sourced internationally, we prioritise Australian-based suppliers and local subsidiaries of global providers for Australian projects. These partners typically deliver end-to-end services - installation, testing, commissioning, and maintenance - using Australian labour and subcontractors where possible. As our operations expand internationally, we remain committed to generating economic opportunities in the regions where we operate.

KL1, our flagship facility in Malaysia, will serve as a springboard for NEXTDC's Asia expansion. Through our robust partner ecosystem, including global hyperscalers and local enterprise and government clients, we aim to build a vibrant digital community in the region. We have also established a regional Operations Centre in Malaysia to support regional growth, creating a multidisciplinary workforce and expanding our long-term presence in Asia. Looking ahead, NEXTDC is committed to supporting digital skilling and educational initiatives that empower Malaysia's ICT talent. Over the next five to ten years, we will invest in building the region's digital capabilities, helping drive competitive advantage for Malaysia and supporting the broader digital economy across Asia.

Across Australia and Asia, we continue to engage with local stakeholders, invest in regional supply chains, and align our projects with community needs - supporting both economic development and long-term sustainability outcomes. We are particularly proud of our investment in Australia's small and medium business (SMB) sector, supporting start-ups and growing companies through strategic partnerships that create long-term value for the Australian economy.

Case study:

Embedding Social Impact in procurement

At NEXTDC, we are proud to partner with construction companies like Kapitol, which share our commitment to embedding social impact and supplier diversity into the heart of every project. In FY25, our collaboration with Kapitol contributed more than $67,000 towards social, Indigenous, and women-owned enterprises across our data centre developments, demonstrating the tangible outcomes of inclusive and purpose-driven procurement.

Kapitol's procurement strategy is underpinned by a strong focus on community and social value. Social procurement is not an afterthought, it's a core part of its sourcing process. Through partnerships with businesses such as Muru, Baan Group, Fruit 2 Work, Clean Force, Ironbark Services, and Structural Challenge, Kapitol is helping create real economic opportunities for underrepresented groups and supporting long-term community development.

A key enabler of this impact is the launch of Kapitol's second *Reconciliation Action Plan*, which deepens its commitment to creating meaningful opportunities for Aboriginal and Torres Strait Islander communities. Further amplifying this focus, Kapitol's 2025 *Trade Partner Engagement Program* and online *Trade Partner Portal* were introduced to strengthen relationships with a diverse range of suppliers. These tools are helping expand access for social enterprises and women-led businesses, while also supporting trade partners to meet evolving environmental, sustainability, quality and safety standards across all projects.

This case study reflects how aligned values and collaborative partnerships can drive long-term social and economic benefits, ensuring that the communities we work in, benefit as our business grows.

PROTECTING THE **Environment**

Energy

"Every step forward in the digital economy, whether it's AI, automation, or electrification, has energy at its core. For data centres, the real task isn't just keeping up with demand, but reshaping how that demand is met. Energy is the driver behind our growth, and the way we manage it will define the future of both our industry and the communities we serve. The challenge is that energy demand will only continue to grow, which is why it's critical we decouple that growth from emissions. This is a global challenge that requires a systemic transition, with many levers needing to move in tandem and we are committed to focusing on that shift."

Shayne Kumar
Head of Energy

As our customer footprint expands, overall power demand continues to grow year-on-year. While customer IT load drives the majority of energy use, we actively manage and reduce the portion of power consumed by facility infrastructure by optimising the efficiency of our supporting systems including back up and mechanical infrastructure.

NEXTDC actively manages energy use and drives efficiency improvements across all operations. We source reliable electricity from the local grid while closely monitoring performance metrics throughout the lifecycle of our facilities, from design and engineering through to operations and continuous optimisation. Wherever feasible, we also integrate renewable energy through onsite solar generation.

NEXTDC draws electricity from the local grid, and where feasible, incorporates renewable energy from onsite solar generation. We continue to explore renewable energy options, investigating sources of green power and the procurement of renewable energy to support the transition to a zero-carbon future. Our facilities are designed to integrate seamlessly with renewable energy opportunities. Our solar photovoltaic systems at sites S1, P1[1], M1 and SC1 collectively generated approximately 885,000 kWh of clean electricity, entirely consumed on site. In addition, to enhance the customer experience, several of our facilities offer electric vehicle (EV) charging stations, available free of charge to all users.

NEXTDC's PUE at M1 and S1 data centres was crucial in achieving a first-in-industry 5-star rating from the National Australian Built Environment Rating System (NABERS) for data centre efficiency. Our P1 facility maintained its NABERS 4.5-Star rating throughout FY25. Several other facilities across the portfolio (including B2, S2, S3, S6, M2, M3, P1, and P2) have been designed with annualised PUE targets aligned to achieve a 5-Star.

NEXTDC's M1 and S1 data centres NABERS 5-Star certifications have since reached the end of their validity period and recertification is currently underway. In progressing future certifications, we are taking a measured approach that considers upcoming expansions and IT load ramp-up, both of which can materially influence energy performance. In some cases, deferring certification ensures the rating reflects a stable and representative operational baseline.

Energy efficiency

Our data centres are engineered to exceed industry performance standards. Continuous tuning of mechanical, electrical, and hydraulic systems ensures optimal performance, including:

- Smart control of chilled water systems
- Free cooling (air-side and water-side) where ambient conditions allow
- On-demand water cooling to customer racks
- Floor grille management, blanking panels, and regular containment audits
- Smartlift chiller upgrades in first-generation facilities
- ASHRAE-aligned supply air temperature and humidity bands

Our deep operational expertise, combined with a vast pool of telemetric data and patented energy modelling, developed by our Engineering and Design teams, continues to drive world-first innovations in data centre efficiency. Artificial intelligence and telemetry are increasingly embedded into our control systems, enabling real-time optimisation through autonomous tuning of environmental and electrical conditions.

Power Usage Effectiveness (PUE)

As a data centre operator, customer growth and evolving technology requirements drive increasing IT power demand. While the IT load is outside our direct control, we rigorously manage the supporting infrastructure to reduce the overhead energy required.

Power Usage Effectiveness (PUE) is our core metric to monitor our performance on energy management. It reflects the ratio of a facility's total power consumption to the usable power delivered to the customers equipment. A lower PUE signifies more efficient energy use. In FY25, the total electricity consumed at all our operational sites reached 525,291 MWh, and our average PUE across operational facilities was 1.44[2]. This increase from FY24's 1.42 reflects the dynamic nature of customer activity across our fleet and the scaling up of new facilities. Several customers undertook significant IT infrastructure upgrades during the year, including equipment removals and redeployments, which led to fluctuating IT loads. Additionally, certain customer contracts required the activation of mechanical cooling plant regardless of IT load, impacting efficiency during off-peak utilisation.

Despite these challenges, we continued to deliver operational excellence through strategic engineering interventions. In FY25, we launched a sustainability initiative to standardise SLAs across customer contracts, harmonising temperature and humidity bands requirements in line with industry best practice. This initiative enabled us to improve overall fleet efficiency while delivering industry leading practices in temperature optimisation.

We will continue to optimise our plant, including exploring the implementation of further AI technologies.

1 P1's solar PV system contributed only partially to FY25 generation, as it was recently decommissioned to accommodate site expansion and ongoing construction works.
2 This figure represents NEXTDC's portfolio PUE, calculated under the guidance of the NABERS framework and including all infrastructure across our Data Centre fleet regardless of configuration. This provides a measure of actual energy consumption during the reporting period for public reporting purposes, however it does not provide a guide to the optimised or future performance of still immature or partial deployments once fully deployed for optimum operational efficiency.

Reliable supply of energy

NEXTDC's infrastructure is designed to ensure operational resilience. We meet customer service level agreements (SLAs) for temperature and power, even under physical stress events such as blackouts or heatwaves. We maintain diesel fuel reserves capable of supporting operations for up to 48 hours without grid power, with emergency supply contracts in place to extend uptime further if required.

Our Tier III and IV Uptime Institute (UI) certifications, combined with Gold Operational Sustainability accreditations, validate our high standards for fault tolerance and operational excellence. Ongoing training ensures our Facility Operations Teams maintain UI-aligned standards in all facilities.

Our ongoing priorities include:

- Partnering with grid operators early in the site development process to model future load profiles, ensure grid stability, and de-risk long-term energy supply
- Designing for grid-readiness enabling flexibility to support network resilience during peak demand events
- Exploring on-site generation and storage solutions (e.g. solar PV, battery storage, alternative fuels) to supplement grid supply and improve energy autonomy
- Maintaining and enhancing PUE across all facilities, using AI and machine learning to optimise real-time cooling and power distribution
- Providing next generation cooling technologies, including liquid to chip cooling, to support high-density compute with lower energy overheads.

> **Our Tier III and IV Uptime Institute (UI) certifications, combined with Gold Operational Sustainability accreditations, validate our high standards for fault tolerance and operational excellence.**

Case study:

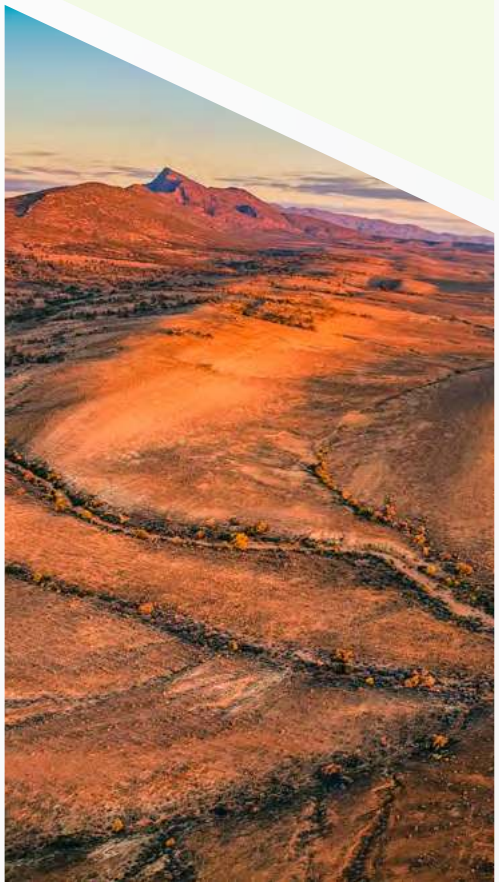
Temperature and humidity setpoint standardisation

Modern data centres are increasingly challenged to balance high-performance cooling with sustainability goals. Recognising that many halls operate with significant headroom, we proactively launched a fleet-wide initiative to harmonise and uplift data hall setpoint temperatures, targeting an increase from ~22–23°C to 25°C, where technically and commercially feasible. This follows the standardisation of temperature Service Level Agreements (SLAs) to 27°C across the majority of our fleet and reflects our move towards globally recognised guidelines for allowable thermal envelopes.

The initiative was underpinned by detailed thermal analysis and risk assessments to confirm sufficient headroom, equipment tolerance, and airflow capacity, with uplift eligibility determined by factors such as hall maturity, CRAC utilisation, and load stabilisation. To date, over 70% of eligible halls have been successfully uplifted, with work continuing to resolve temporary customer or technical constraints.

This outcome is a testament to the close collaboration between our facilities, engineering, and customer experience teams, and to the strong partnerships we've built with our customers, whose engagement and support have been essential. The project is already delivering measurable improvements in energy efficiency and contributing to material reductions in indirect emissions, strengthening our sustainability performance while safeguarding service reliability.

Climate



NEXTDC is committed to measuring, managing, and reducing greenhouse gas emissions and transitioning to net zero. Our approach is layered, spanning efficient infrastructure design, optimised operations, prioritising the transition to renewable energy, and accurately measuring and reporting on emissions.

We categorise our emissions in line with the National Greenhouse and Energy Reporting (NGER) framework, which is the legislative basis for our reporting in Australia across two scopes:

- **Scope 1 –** Direct emissions from sources we own or control
- **Scope 2 –** Indirect emissions from purchased electricity

In FY25, our Scope 1 emissions totalled 7,927 tCO_2-e, primarily driven by diesel consumption for backup generators. Our Scope 2 emissions were reported as 358,348 tCO_2-e.

Diesel combustion and grid-supplied electricity remain the primary sources of NEXTDC's Scope 1 and 2 emissions. In FY25, we consumed approximately 2,018 kL of diesel across our national portfolio, which significantly increased Scope 1 emissions due to stringent generator commissioning requirements for new capacity. For the first time, we also reported fugitive refrigerant emissions from our cooling infrastructure, which have become a material source as our portfolio expanded and volumes were analysed across sites.

While we continue to optimise operations and reduce emissions where possible, commissioning activity will remain a key driver of Scope 1 emissions growth as our facilities expand. To mitigate this, we focus on optimising and monitoring generator operations , manage engine testing schedules to minimise unnecessary use and explore alternative fuels where feasible.

Our air quality program also monitors emissions beyond CO_2, including particulates and pollutants like NOx and SOx. At our B2 Brisbane facility, we are among one of the first colocation data centres in Australia to deploy Selective Catalytic Reduction (SCR) technology, reducing potential NOx emissions by up to 96%.

We are continuing to refine our operational control boundaries to ensure accuracy and consistency in emissions allocation. While NGER remains our governing framework, as we expand globally, we recognise that alignment with evolving sustainability reporting frameworks may introduce nuances, particularly in how customer IT-related emissions are attributed under certain contractual arrangements.

Greenhouse Gas emissions (GHG)

Scope 1

Direct GHG emission source

- Fugitive emissions from refrigerants
- Fuel used in on-site corporate vans
- Onsite energy consumption from diesel back-up generators

Scope 2

Indirect emission source

- Purchase electricity consumed from the grid

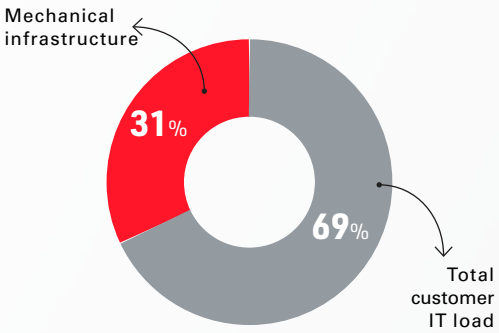
Scope 3[1]

Indirect emissions across our value chain

- Business travel
- Capital works
- Building materials
- Plant and equipment
- Customer emissions
- Employee commute
- Downstream services
- Purchased goods and services
- Supply chain
- Remote working arrangements

1 NEXTDC does not currently publish Scope 3 emissions data, however we continue to review and refine this internally in preparation for public disclosure in the coming years.

FY25 power attribution across NEXTDC fleet (kWh)



NEXTDC reports Scope 2 emissions in accordance with the National Greenhouse and Energy Reporting (NGER) framework, and therefore all electricity consumption within our facility boundary, including that driven by customer-owned IT and associated cooling load, is reported as NEXTDC's Scope 2 emissions.

A substantial driver of these emissions is the electricity demand from customer IT equipment and the associated cooling requirements this load requires. As workloads evolve, particularly with the growth of AI applications, these customer-driven loads are expected to remain a significant component of overall consumption.

Through ongoing customer engagement and refinement of boundary definitions, we anticipate progressively aligning more closely with global frameworks over the coming years. This alignment will be particularly relevant as we expand into the Asia-Pacific region, where a globally consistent approach will provide greater comparability. It will also better recognise the significant investments many of our customers are already making in procuring renewable energy to address their own footprint in colocation data centres which is an important factor that will inform NEXTDC's ongoing net zero strategy and planning.

In line with previous years, we maintain carbon neutrality for our own corporate operations through the Australian Government's Climate Active program and offer participating customers the opportunity to offset their emissions through our NEXTneutral program. As part of our broader decarbonisation strategy, we are reviewing the long-term role and design of NEXTneutral to ensure it remains an effective mechanism to support emissions reduction.

Carbon Usage Effectiveness

To track the carbon intensity of our operations, we monitor our Carbon Usage Effectiveness (CUE), a metric that measures the volume of CO_2 emissions per unit of IT energy consumption. In FY25, we recorded a CUE of 1.04, which represents a continued improvement from the previous year, driven by a cleaner grid mix in New South Wales and Victoria, where an increased share of renewables has led to lower state-based emissions factors.

Enabling sustainable travel with Uber for Business

We introduced Uber for Business, a smarter, more sustainable platform for work-related travel. Beyond reducing the administrative burden of receipts and reimbursements, this platform empowers our people to make more sustainable travel choices. With access to Uber Green and Comfort Electric options, employees can now opt for hybrid or fully electric vehicles, choosing cleaner mobility. This also marks a key step forward in addressing Scope 3 emissions from employee commuting, an area of growing focus in our decarbonisation strategy.

Case study:

Deep dive: Embodied Carbon at M3

We work with our delivery partners to embed low-carbon strategies throughout construction - from materials selection to equipment use. Our M3 project in Melbourne is a leading example of how collaborative design and delivery can unlock measurable sustainability outcomes. We supported Kapitol Group, leading M3's build, to:

- Implement a new embodied carbon brief for M3, targeting a 20% upfront carbon reduction in Stages 2 and 4 compared to Stage 1
- Define concrete carbon limits ($kgCO_2e/m^3$) for key building elements
- Review concrete mix designs that incorporate up to 60% supplementary cementitious materials (SCMs)
- Secure Environmental Product Declarations (EPDs) from major suppliers including Boral, Holcim, Barro Group, Heidelberg Materials, and Adbri for key materials
- Trial the NABERS Embodied Carbon Rules, enabling structured data capture aligned with future ratings and disclosures
- Invest in internal capability to support future-ready Scope 3 emissions reporting

Kapitol Group is also advancing the decarbonisation of its own plant and equipment to prioritise electric alternatives over diesel-powered machinery across our M2 and M3 sites. This forms part of a broader commitment to trial and scale low-emission construction technologies that are practical, high-performance, and aligned with NEXTDC's climate transition goals.

Our Net Zero aspiration

NEXTDC is committed to long-term climate action and is actively progressing towards a net zero future. While our current emissions reduction activities focus on measurable, near-term outcomes, we are preparing to formalise a net zero target in line with industry best practice and stakeholder expectations.

We are moving forward to:

- Exploring the establishment of a net zero target that reflects our operational boundaries and Scope 2 responsibilities
- Develop a supporting Climate Transition Plan, contingent on the targets set, outlining the specific actions, decarbonisation pathways, and investment levers to reach this target
- Ensure assurance-readiness by continuing to mature our emissions reporting systems, governance, and verification processes
- Engage with customers within our Scope 2 portfolio to identify opportunities for further refinement of emissions boundaries
- Processing a comprehensive review of our total Scope 3 footprint, to enhance transparency and provide stakeholders with greater insight into our wider value chain carbon impacts

Focus areas

Ongoing commitment to energy efficiency and reducing GHG emissions

Growing adoption of renewable energy

Clearly defining and mapping our GHG inventory and its boundaries with the customer energy portfolio

Decarbonising fixed assets and exploring new technologies and alternative fuels

Credibly offsetting residual and hard-to-abate emissions

Reducing our Scope 3 emissions

Lowering the embodied carbon in our buildings

Case study:

Setting the sustainability benchmark: M2 first in APAC to earn Uptime Institute Sustainability Award

NEXTDC's M2 facility in Melbourne has become the first data centre in Asia-Pacific to receive the Uptime Institute Sustainability Assessment Award, setting a new benchmark for verified sustainability performance in digital infrastructure.

This globally recognised assessment, covering over 150 indicators across energy, water, waste, and emissions, provides our customers and stakeholders with independent validation of our environmental stewardship.

Key strengths recognised at M2 include:

- Robust energy and water metering systems enabling real-time performance tracking
- Strong governance and operational maturity underpinning sustainability performance
- Customer engagement tools that support transparency of shared sustainability impacts
- Cooling system efficiency and free cooling integration, which support high-density workloads with reduced environmental impact

The assessment conducted by the Uptime Institute, a globally recognised assessment body, provides a fair and credible benchmark of industry performance, reinforcing trust with customers, regulators, and investors. It also stands as a testament to the expertise and dedication of our on-site teams, whose technical insights and operational excellence were key to achieving this recognition.

This adds to NEXTDC's several third-party operational certifications, following certifications for design (NABERS) and operational excellence (various Uptime operational certifications). Insights from the M2 assessment are already being applied to our broader portfolio to drive continuous improvement and meet evolving customer expectations.

Case study:

KL1 earns GBI Platinum Provisional Rating

NEXTDC's KL1 facility in Kuala Lumpur has been awarded a Platinum Provisional Rating under Malaysia's Green Building Index (GBI), the highest rating achievable under the national green certification framework.

A Platinum rating represents best-practice performance, aligned with global benchmarks such as LEED and Green Star. KL1's rating is currently provisional, awarded based on design intent, and will be formally certified upon operational validation. This is a significant milestone, especially for a site that is still under construction reflects our proactive commitment to sustainability from day one.

Key features contributing to the rating include:

- Energy Efficiency: Design achieves PUE <1.4 at 25% IT load, among the most efficient in humid climates. UPS Energy Saver System and streamlined power distribution minimise losses. Advanced containment and cooling strategies further reduce energy use.
- Comprehensive metering provides real-time PUE tracking at facility and IT levels.
- Use of high recycled content, low-VOC, and low-formaldehyde materials to support a healthier indoor environment.
- Rainwater harvesting reduces potable water use by >35%. On-site treatment recycles ~10% of greywater for reuse within the facility.
- Responsible waste and e-waste management practices in place.
- CO_2 monitoring and airflow controls optimise ventilation and occupant well-being.

While we remain committed to NABERS and other leading frameworks in Australia, we are also exploring the adoption of regional certification schemes as we expand globally.

Water

Designing for water resilience

Water resilience has become a focal point in NEXTDC's asset planning, where climate variability and water scarcity risks are intensifying. For example, at our Malaysia facility, we have opted for air-cooled chillers rather than water-based systems due to limited water availability, adapting our design to local environmental constraints.

We've implemented the Locate, Evaluate, Assess, Prepare (LEAP) approach, the structured methodology within the TNFD framework and have identified water exposure as a key nature-related consideration. The physical risks of water scarcity, reduced reliability of supply and regulatory change were assessed across our footprint, with particular focus on regions with historically lower rainfall or constrained infrastructure. Refer to our Climate and Nature Report for detailed disclosures on water stress exposure mapping across our portfolio.

Across all operations, NEXTDC integrates Environmentally Sustainable Design (ESD) and Water Sensitive Urban Design (WSUD) principles to reduce dependency on potable water and promote water reuse, recycling, and the restoration of natural water cycles.

Our facilities are engineered to withstand, at a minimum, 1-in-100-year flood events (1% AEP) and include robust drainage systems and emergency backup infrastructure. We also have several site-specific innovations to support water management:

- At S3, a 50,000-litre rainwater tank captures, filters, and UV-treats rainwater for reuse in toilets, landscape irrigation, and end-of-trip facilities. Surrounding gardens feature native and drought-tolerant plants, contributing to cooler microclimates and improved cooling efficiency
- At M2 and S3, stormwater retention basins, vegetated swales, and rain gardens help to manage runoff while enhancing onsite water reuse
- Advanced stormwater treatment systems - including Gross Pollutant Traps, Membrane Filters, and SPEL Stormceptors are strategically placed across key sites to capture and treat runoff, mitigating pollution risks such as diesel spills
- Diesel detention tanks have been installed at external fuel fill points in P1, B2, S4, and S5, further safeguarding local waterways from contamination

We continue to explore opportunities to further reduce reliance on potable water by integrating alternative sources and ease demand on municipal water supplies.

Operational water management

On-site water management remains a key priority, with Facility Managers incorporating it into their quarterly KPIs. Real-time metering is integrated into our central systems, enabling faster detection of anomalies such as leaks or unplanned usage. Total water consumed and WUE metrics are reported weekly to senior leadership via operational dashboards. We track our water use and stewardship strategy by monitoring these metrics.

In FY25, NEXTDC consumed approximately 773 ML of water across our data centre portfolio, with an average Water Usage Effectiveness (WUE) of 2.25. This reflects an increase of 10% in water consumption and an 5% rise in WUE from FY24. Theses shifts are consistent with our portfolio expansion and growth at several of our high-density sites.

As we scale, our priority is to further tighten controls around water monitoring and data accuracy, particularly at large, complex sites with multiple supply feeds. In FY26, we will focus on:

- Enhancing metering accuracy through improved instrumentation and integration with our digital platforms
- Developing site-specific water balances to better understand usage trends and losses
- Exploring targeted water audits to validate completeness and support future assurance
- Strengthening our ability to distinguish operational evaporation from potential leaks or inefficiencies

> **"Water is central to NEXTDC's cooling systems. We manage it responsibly by improving efficiency, reducing potable use, and protecting resources amid rising climate and regulatory pressures."**

Circularity

Effective implementation of circular economy principles drive strong sustainability outcomes. We apply a waste hierarchy to drive more responsible material consumption and keep valuable resources circulating within the economy for as long as possible.

This year, we achieved a landfill diversion rate of 72.06%. While this represents a decline from the 88% reported in FY24, the change is primarily due to improvements in waste classification processes, enhanced supplier data granularity, and market-driven reclassification of certain waste streams.

Across several jurisdictions, tighter regulations, stricter contamination thresholds, and greater requirements for waste stream segregation have reduced the proportion of waste accepted as recyclable by end facilities. Waste contractors have also revised their own classifications, with several streams previously considered fully recyclable (e.g. mixed recyclables, organics, timber) now partially redirected to landfill or bioreactor landfill depending on quality, waste stream contamination and end-market viability.

At site level, increased customer density and higher volumes of packaging waste, particularly from ongoing retrofitting and equipment upgrades, have made containment and source separation more challenging, contributing to cross-contamination and limiting recycling potential. In some cases, materials that were classified as recycled at point-of-collection were later found to be non-recoverable during downstream processing. These insights are informing our future approach, including contractor engagement, improved waste handling practices, and a broader review of historical assumptions.

Through colour-coded bin systems, on-site waste education, and internal "waste champions," we continue to strengthen behaviours around segregation, minimising landfill, and promoting reuse of supplies and equipment.

We are also:

- Partnering with waste contractors to improve reporting transparency and align on conversion factors tailored to data centre packaging waste
- Conducting site audits to identify contamination issues and implement best practices across facilities
- Banned e-waste from general waste bins, supporting safe disposal of IT equipment, lighting, and batteries
- Collaborating with customers to recycle packaging from infrastructure deliveries, and promoting shared responsibility for waste recovery

Across construction activities, we are continuing to push our delivery partners to adhere to their ambitious landfill diversion targets and encourage reuse and potential remediation.

At M3, the project has estimated the reuse of approximately 5,000 m³ of soil and used construction materials which incorporate higher recycled content and certified with Environmental Product Declarations (EPDs). Our construction partner, Kapitol has raised their on-site diversion goal from 90% to 95% this year, aligned to our ambition to embed circularity from the ground up. The current project average recycling rate they achieved is 92.16% at M2 and 95.29% at M3.

As we look ahead, our focus is shifting beyond diversion alone. We are now:

- Expanding opportunities to optimise material selection, incorporating products with higher recycled content and certifications and lower embodied carbon in both construction and operations.
- Assessing how to work more closely with customers to support the recovery of precious metals and high-value e-waste components, extending the lifecycle of critical materials
- Evaluating pathways to recover and reintroduce waste streams back into the market, transforming waste from a cost into a source of value.

The Waste Heirarchy

Case study:

Building responsibly: P1 Expansion in action

As part of NEXTDC's P1 expansion project, our delivery partner, Multiplex, have embedded a wide range of sustainable construction practices that align with our ESG goals. The project has focused on minimising environmental impact and maximising social value. This includes the use of prefabrication - from risers and header pipework to reinforcement cages. An electric crane is being used on site, helping to lower emissions, while air quality, noise, and vibration monitoring ensure that works are managed with sensitivity to the surrounding community.

The project has achieved a significant reduction in embodied carbon using green concrete, delivering a 65% reduction in emissions compared to standard mixes. All products meet a minimum 5-star WEL water efficiency rating. Local procurement has been prioritised throughout, including switching from imported materials to locally sourced aluminium and precast panels.

The project has also built strong ties with the local community - sourcing water from Aussie Spring Water, food supplies from Capital Meats, and partnering with MATES in Construction, a leading mental health support organisation in the construction sector.

Social inclusion has been a key focus, with the engagement of 100% Indigenous-owned Rigsafe as our rigging partner, ongoing upskilling of the project team through local trainees, and the creation of career pathways, including promoting apprentices within subcontractor teams and employing a cadet on the project.

These collective actions demonstrate how driving responsible construction activities are helping us create value at every stage of delivery.

Environmental indicators

	Indicator	Metric Detail	Unit	FY25	FY24	FY23
Energy	Total Energy Use	Measures the aggregated amount of electricity used by the facilities across our portfolio	MWh	525,291	476,571	465,121
	Portfolio Power Usage Effectiveness (PUE)[1]	Ratio of the total amount of power used by a computer data centre facility to the power delivered to computing equipment)	Total MWh ÷ server MWh	1.44	1.42	1.39
	Energy consumed from renewable sources	Direct electricity generation from rooftop solar installed at M1, S1, SC1 and P1 facilities	kWh	884,955.22	816,297	762,140
	Diesel (Stationary)	Diesel consumed in our back-up on-site generators	kL	2018	597	270
	Diesel (Transport)	Diesel consumed in our corporate car	kL	0.06	N/A	N/A
Water	Water Usage Effectiveness (WUE)	The ratio of total site water used divided by IT equipment energy usage	Total L ÷ server kWh	2.25	2.16	1.73
	Total water consumption	Potable Water (municipal water supply)	ML	773.31	701.66	531.68
Waste	Waste generation	Total Waste Generated	Tonnes	229.44	195.3	156.95
		Percentage of Waste diverted from landfill	%	72.06%	88.69%	79.55%
Emissions	Total Scope 1 emissions	Total GHG emissions released to the atmosphere as a direct result of an activity, or series of activities under NEXTDC's operational control, as defined in the National Greenhouse and Energy Reporting (NGER) Act.	tCO_2e	7,927	1,615	866
	Total Scope 2 emissions - location-based emissions	Indirect GHG emissions from the generation of purchased electricity from the grid, as defined in the National Greenhouse and Energy Reporting (NGER) Act.	tCO_2e	358,348	335,629	349,902
	Carbon Usage Effectiveness (CUE)	The ratio of total carbon to electricity delivered to servers	$kgCO_2$-e ÷ server kWh	1.04	1.08	1.16

1 This figure represents NEXTDC's portfolio PUE, calculated under the guidance of the NABERS framework and including all infrastructure across our Data Centre fleet regardless of configuration. This provides a measure of actual energy consumption during the reporting period for public reporting purposes, however it does not provide a guide to the optimised or future performance of still immature or partial deployments once fully deployed for optimum operational efficiency.

Social

EMPOWERMENT

Safety

"We often talk about safety being non-negotiable, but living true safety values means people feel secure in every sense. Physical safety ensures our teams go home the way they arrived, but psychological safety is just as critical. When people feel safe to speak up, to collaborate, and to bring their best, that's when safety becomes part of culture, not just compliance. In a global industry like ours, where many players and partners come together across diverse geographies, managing safety becomes even more complex as different cultures bring varied expectations and risk tolerances. Balancing these perspectives is both challenging and deeply motivating. For us, safety is the common language that unites our global operations."

Scott Puddy
Head of Safety

Safety performance

At NEXTDC, our people are our greatest asset, and we're committed to a healthy, safe workplace for every team member, contractor, and partner. Our goal is clear: zero injuries. Through proactive programs, ongoing training, and a safety focussed culture, we go beyond compliance to seek to lead in safety.

In FY25, safety remained a top priority across all areas of our business. Our Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR) for overall data centre operations were both 1.4. Whilst this is an increase on the prior year, it's important to note that this reflects a single injury for the year and our operations account for only ~20% of our total worked hours. With fewer hours, even a single minor incident like a recent case where a team member bumped their head on a dock boom gate can significantly impact the data. Thankfully, this injury was minor, and we've since reinforced safe operating procedures and provided refresher training to prevent recurrence. We continue to work closely with our WHS team to understand contributing factors and strengthen controls.

Our construction safety performance for FY25 improved significantly, with a LTIFR of 0.0, down from 0.8 in FY24, and a TRIFR of 1.4, down from 4.6. These improvements reflect the maturity of our safety assurance program, built over nearly five years through consistent collaboration with Principal Contractors, NEXTDC WHS advisors, and independent safety experts to maintain clear visibility across all our major projects. Key contributors include increased oversight of high-risk construction activities, a stronger safety culture, and embedded governance practices. Our WHS personnel are embedded across sites, providing ongoing support, maintaining visibility, and ensuring our standards are consistently upheld and independently verified.

We take every incident seriously, regardless of severity, and remain committed to continuous improvement in our safety performance. To date, NEXTDC has recorded zero fatalities across all operational sites and construction projects. We continue to work closely with our WHS team to analyse contributing factors and strengthen preventative controls.

Governance

Our WHS Policy and Procedures set out clear systems for identifying, managing, and mitigating risks across construction, maintenance, and operational activities. This includes strict contractor controls, site safety protocols, proactive risk assessments and regular training aligned to our operational risk profile.

WHS governance is overseen by the Board, which receives regular updates on key risks and performance metrics. A dedicated WHS Committee meets monthly, supported by Health and Safety Representatives (HSRs) from each site who provide frontline insights into risk identification and mitigation.

We foster a strong safety culture through ongoing education, leadership engagement, and continuous improvement. Initiatives include bi-monthly CEO briefings, the Senior Leadership Interactions (SLI) program (facilitating regular executive site visits), and ongoing engagement with regulators and industry bodies where needed. CEO town halls and executive leadership presence at sites help reinforce the importance of WHS across the organisation.

As outlined in the ESG Governance section of this report, WHS accountability is embedded within our executive performance framework, with WHS compliance training included in the Short-Term Incentive (STI) targets for Key Management Personnel.

Framework and risk management

NEXTDC is accredited to ISO 45001 (Work Health and Safety) and we undergo regular compliance audits to ensure alignment with relevant legislation. These standards form the basis of our "Plan-Do-Check-Act" management cycle, driving continuous improvement across our operations.

We support employee health and wellbeing through a range of initiatives, including free flu vaccinations, skin checks, health monitoring, ergonomic assessments and training, and 24/7 access to mental health and safety support. Our flexible work programs help ensure employees are set up safely and comfortably, with most requiring minimal ergonomic adjustments.

Our Engineering and Design "Lessons Learned Register" reinforces our commitment to continuous improvement and risk mitigation. It captures insights from over a decade of design, construction, and operational experience across our data centres. These learnings are systematically reviewed by project teams as part of the Safety in Design process and are embedded into future builds through practical, engineering-led solutions.

Training and awareness

WHS EMPLOYEE AWARENESS ACHIEVED AN 88.2% COMPLETION RATE.

We prioritise Work Health and Safety (WHS) through structured education, training, monitoring, and reporting. WHS and environmental training are embedded into the induction process for all employees and contractors, tailored by role and location. Core topics include electrical safety, emergency response, manual handling, fatigue management, and general workplace safety.

We also deliver advanced, role-specific training for critical positions within our facilities and operations teams. Courses include first aid, chief fire warden, spill response, and low/high-voltage rescue. In addition, task-specific training is provided to ensure team members are well-prepared to manage the unique hazards and equipment they encounter in their day-to-day work.

At our Kuala Lumpur construction site, safety training is delivered monthly to maintain high standards and prevent incidents. These include lifting crew training, formwork erection refreshers, emergency drills, and equipment awareness (e.g. scissor lift, mobile scaffolding). Workers also complete CIDB 8520 accreditations through certified external providers, in line with Malaysian construction standards.

NEXTDC Hazard Hunt!

As part of our commitment to proactive safety, we've enhanced our Hazard Hunt program by shifting to a monthly cadence. This change has led to a noticeable increase in hazards reported over the past six months. The program encourages employees to identify and report potential safety risks, whether from daily tasks or irregular jobs so they can be addressed early. To boost awareness and accountability, all qualifying hazard reports raised through our ServiceNow portal are now included in the program with monthly entries also forming the basis for an annual prize draw, reinforcing ongoing engagement and visibility of workplace safety.

Emergency preparedness: safeguarding our people and operations

Emergency preparedness is critical to ensuring safety and operational continuity across our data centres. Each site operates under a detailed, site-specific emergency management plan that covers incidents such as fires, electrical failures, extreme weather, and security threats. These plans are regularly reviewed and updated in line with regulatory requirements, industry standards, and lessons learned.

We conduct regular drills and scenario-based exercises to test team readiness and response under realistic conditions. Key personnel receive specialised training in areas including first aid, chief warden duties, and both low and high-voltage emergency response to ensure qualified responders are on-site and available.

We work closely with local emergency services, such as fire and police departments, to support clear communication and coordination during critical events.

Our preparedness is supported by integrated building management and security systems that provide real-time alerts and enable remote monitoring. This technology allows for faster incident detection and response, while feedback from drills and incidents is used to improve procedures and training.

We also factor in environmental risks like floods, bushfires, and cyclones as part of our emergency planning, ensuring our sites are equipped to manage climate-related events.

Health and wellbeing

As an extension of NEXTDC's commitment to WHS, we are dedicated to supporting the holistic wellbeing of our employees. Our health and wellbeing program encourages a proactive approach to physical, mental, financial and social health, with a strong focus on early help-seeking and building a supportive workplace culture.

The program includes a range of initiatives, such as flexible work arrangements, a dedicated Viva Engage community to share educational resources, and an ongoing calendar of webinars covering topics like mindfulness, productivity, and nutrition, delivered in partnership with trusted organisations such as EQ Minds. In FY25, we hosted a number of health-focused sessions including HSBC's Nutrition Webinar with Chanel Stuck, participated in the Black Dog Institute's One Foot Forward campaign to support their commitment to advancing mental health research, and ran our annual Mindfulness in May program, which encourages our team to integrate small moments of mindfulness into their everyday routines.

Elevating wellbeing through our partnership with Sonder

Since 2022, NEXTDC has partnered with Sonder to provide 24/7 access to holistic wellbeing support for our people and their families. The platform connects users to medical, mental health, and safety professionals via live chat or phone, and offers self-guided tools to help manage stress, relationships, and financial pressures. Additional features such as Check on Me and Track My Journey provide additional reassurance, ensuring support is always accessible when needed.

To drive awareness and encourage engagement, we hosted information sessions to showcase Sonder's evolving features and how it supports holistic wellbeing. These sessions are complemented by seasonal initiatives such as Being Kind to Yourself and Others during the festive season. We've also continued to expand our network of trained Mental Health First Aid Officers (MHFAOs), strengthening local peer-level support across our teams.

Psychosocial Safety: From Insight to Action

Building on the insights from our first *People at Work* survey in FY24, we formed a diverse focus group to dive deeper into the results and co-design practical next steps to strengthen psychosocial safety across NEXTDC. These sessions allowed us to unpack the feedback, identify specific risks, and explore the unique factors influencing mental wellbeing in our workplace. While positive duty of care around bullying and harassment is a growing focus in Australia, we are committed to going beyond compliance and setting the highest standard for a psychologically safe, respectful, and supportive work environment.

Case study:

Fire Response Underscores Importance of Proactive Risk Management

In June 2025, a fire broke out on Crown Land bordering one of NEXTDC's facilities. The cause was believed to be a mix of dry vegetation and suspected vandalism. Thanks to the quick and coordinated efforts of the site team, the fire was contained with minimal impact to people, infrastructure, or the environment. It served as a reminder of the importance of staying proactive in managing risk and collaborating closely with local authorities.

Lessons learned and preventative actions

One of the key factors that helped was the project team's early decision to install a five-metre fire break along the back fence line near the facility and the Contracting Partners' area. That buffer zone made a real difference as it stopped the fire from spreading and gave emergency services a better opportunity at bringing it under control. It's a good example of how practical, on-the-ground planning can have a big impact.

Case study:

Piloting Roborigger for safer lifting

As part of our continuous drive for safer, more efficient construction practices, we are currently trialling a new cranage technology called Roborigger. Unlike conventional lifts that rely on taglines and require personnel to guide and stabilise suspended loads, Roborigger allows riggers to control load orientation remotely via a handheld device. This significantly reduces the need for workers to be near or under suspended loads, improving safety and reducing exposure to dropped objects and impact risks. The system uses gyroscopic and inertial technology to accurately rotate and stabilise heavy loads, maintaining their orientation even in moderate wind conditions. It also eliminates excessive swing, increases control, and reduces the number of people required in the lifting zone. This is particularly valuable in constrained or high-risk environments, where traditional methods can be inefficient or hazardous.

We've deployed Roborigger at multiple sites, including P1 in Perth and M3 in Melbourne, where it's being used for the installation of core boxes. Most recently, Roborigger played a key role at S3 Sydney in the successful placement of 54 cooling towers, 26 of which are now operational, with the rest in commissioning.

Cooling towers are critical infrastructure with their installation meticulously planned, and safety workshops guiding each stage. Delivered in three sections, the towers were assembled onsite before being lifted onto mechanical skids. Roborigger not only improves safety but also boosts operational efficiency by reducing manual handling, increasing precision, and expanding lifting capability in challenging environments.

Mental Health First Aid International: Workplace Recognition Program

NEXTDC has proudly held Skilled Workplace status under Mental Health First Aid (MHFA) International's Workplace Recognition Program since 2022. This acknowledges our commitment to embedding mental health support across our workplace.

We currently have 56 certified Mental Health First Aid Officers (MHFAO) across Australia and Malaysia, providing accessible, peer-based support to our team members. To improve visibility and connection, in FY25 we ran a campaign to introduce our MHFAOs to their local teams. This spotlight series shares what inspired each officer to take on the role, their views for maintaining wellbeing, and how colleagues can approach them for support when needed.

Spotlight on Mental Health

In his own words: Harry Elkheir on being a MHFAO and why it matters to him

As part of our ongoing commitment to mental health and wellbeing, we have been interviewing our network of MHFAOs, team members trained to provide early support to colleagues facing mental health challenges. In March this year, Harry a senior operational manager shared his story:

My name is Harry, and I'm one of the Mental Health First Aid Officers.

What inspired you to become a Mental Health First Aid Officer?

Mental health has had a profound impact on my life. My youngest sibling passed away on the day of his 21st birthday, and my older sibling experienced a psychotic episode. As the second oldest in my family, I found myself in a position where I had to step up, supporting my brother through his recovery while also being strong for mum and dad, and still showing up for my wife, kids, and work. For almost two years, it felt like a juggling act, and it gave me a firsthand understanding of how deeply mental health can affect individuals and families. Becoming a Mental Health First Aid Officer empowers me with the confidence and skills to support others, ensuring that no one feels alone when facing mental health challenges.

What does being a MHFAO mean to you?

Being a Mental Health First Aid Officer means that I have the knowledge and tools to support those around me who may be struggling. It gives me confidence in my ability to listen, provide reassurance, and help guide people toward the right support. Mental health challenges can be overwhelming, and sometimes, just knowing there's someone who genuinely cares and understands can make a huge difference. I want to be that person for my colleagues, friends, and family, offering a safe space where they feel comfortable to talk without fear of judgment.

What's one piece of advice you'd share for maintaining mental well-being?

Be kind to yourself. We often hold ourselves to impossibly high standards, pushing through stress, exhaustion, and personal challenges without giving ourselves permission to slow down. But just like we extend patience and understanding to others, we need to do the same for ourselves. It's okay to take a break, to ask for help, or to not have all the answers. Self-care isn't selfish, it's necessary.

What's your go-to activity or strategy to recharge after a stressful day?

For me, the best way to recharge is to literally do nothing. I like to unwind, switch off from the noise, and just be in the moment. I love spending time with my kids, especially my youngest who just gets my silly (dad) jokes. I also consider myself a bit of a loner and genuinely enjoy my own company. Whether that means sitting in silence, listening to music, watching footy (NRL) without overthinking, or just taking time to breathe, I find that allowing myself that space helps me reset and refocus.

How can team members approach you if they need support?

I'm always here to chat and pride myself on being approachable and welcoming. Whether you need support or just someone to talk to, don't hesitate to reach out anytime.

What's a simple way we can all look out for each other's mental health?

A simple way we can all look out for each other's mental health is by fostering a culture of genuine care and support. In high-pressure environments like ours, it's easy to get caught up in tasks and deadlines, but taking a moment to check in on one another can make a huge difference. Approach every interaction with empathy, patience, and an open mind. Sometimes, the smallest gesture, like asking "Are you okay?" and truly listening, can mean the world to someone who is struggling. It's also important to recognize that mental health isn't always visible, so treating everyone with kindness and respect, regardless of how they appear on the surface, helps create a safe and supportive workplace for all.

MH&W benefits

We have a range of benefits to support our employees manage their physical and mental health, including:

- Bupa Corporate Health Cover and Health Assessments
- Bupa Hospital Excess Reimbursement
- Health and Mindfulness Webinars
- Annual Flu Vaccinations
- Healthy Snacks and Fruit

Organisational wellbeing and safety program

Sonder provides our people and their families with real-time access to a team of medical, mental health and safety experts that are ready to assist with their wellbeing needs, 24 hours a day, 7 days a week.

Mental Health First Aid Officers

Our accredited MHFAOs are available to provide first aid to people who are experiencing a mental health crisis or may be developing a mental health problem. These employees provide first aid until appropriate professional help is received or the crisis resolves.

Viva Engage community

A platform to share experiences, tips, ideas and questions about mindfulness, health and wellbeing with likeminded people in our dedicated Viva Engage community.

Finding balance

It's important to find the time to completely switch off from work and spend time with family and friends so you can be your best self at home and work. We encourage all our employees to regularly take their annual leave and consider purchasing extra leave using their pre-tax salary.

Learning and awareness

Access to LinkedIn learning platform for a collection of recommended courses to help learn more about taking care of our wellbeing.

Our people

Our employees

Our culture is at the heart of everything we do. As of 30 June 2025, NEXTDC had 381 team members, all directly employed. This year, 27% of roles were filled through internal moves and 30% of new hires came through employee referrals, highlighting that our people believe in the work we do and want others to be part of it.

We're not just focused on finding great people, we're focused on keeping the talent. Voluntary turnover dropped to 16.29% in FY25, supported by our ongoing efforts to create a workplace where people feel valued, supported, and able to grow. That means meaningful development, inclusive practices, and benefits that support life both inside and outside of work.

Employee relations and benefits

We provide 20 weeks of paid leave for primary caregivers and 4 weeks for secondary caregivers, in addition to government entitlements. Our policy supports birth, adoption, surrogacy, and stillbirth/infant loss, with the option of up to 12 months of unpaid leave and 10 keeping-in-touch days. This policy extends to employees in Malaysia, exceeding local statutory requirements.

Paid parental leave

NEXTDC is proud to support growing families through a comprehensive Parental Leave Policy. We provide 20 weeks of paid leave for primary caregivers and 4 weeks for secondary caregivers, in addition to any applicable government entitlements. Employees can also access up to 12 months of unpaid leave to support continued childcare needs. Our policy applies to all forms of parenthood (i.e. birth, adoption, surrogacy, and in the event of stillbirth or infant loss) and includes 10 "keeping-in-touch" days to support a smooth transition back to work. This policy extends to all employees, including those in Malaysia, exceeding the local statutory requirement of 98 calendar days to ensure equal support across our workforce.

Flexible work

Our flexible work program, *The Way We Work*, was introduced in 2020 and continues to support how we operate today. It includes hybrid and remote options where possible, and tailored flexibility depending on the role. While some roles require on-site presence, we aim to provide flexibility wherever operationally feasible - whether that means adjusted hours or a mix of in-office and remote work. Australian employees can also access a purchased leave scheme, allowing up to four additional weeks of annual leave per year.

Reward and recognition

Recognition is part of everyday life at NEXTDC. We use a flexible, multi-channel approach to acknowledge contributions in ways that are timely and meaningful.

Managers are equipped with dedicated budgets to recognise team members for key milestones (personally or professionally) or standout performance. Recognition happens both formally through our monthly NEXTHERO awards program and informally, such as peer shout-outs via our internal Viva platform. This helps reinforce behaviours that align with our values and strengthens engagement across the team.

Managers are also able to gift 'NEXTDC Days' in recognition of their team members' efforts and contributions to a work activity or milestone. Employees are recognised for living NEXTDC's values informally through Viva Engage, our internal communications platform and every month through a formal awards program.

To celebrate and acknowledge our employees' efforts, and reinforce that everyone shares in our success, we gifted a $1,000 NEXTDC share award to our employees. This reward not only recognises individual contributions but also ensures every employee holds a tangible stake in our collective performance and future.

Talent development and career growth

Talent development is central to individual and business growth. We support continuous learning, internal mobility, and career ownership through a range of professional and technical development programs.

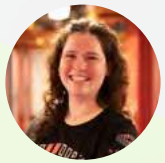
All employees completed some form of training in FY25, with mandatory compliance training averaging eight hours per person. Our Organisational Development & Learning team facilitates structured training and supports the creation of individual development plans through the performance review process.

Our biannual talent review process helps identify key talent, address capability gaps, and implement targeted development plans. In FY25, 22 employees participated in our *Key Talent Program*, which provides future leaders with tailored learning, coaching, and engagement opportunities.

Leadership development was a focus, with targeted coaching for senior leaders and company-wide learning sessions covering topics such as leading and influencing change, imposter syndrome, and productivity. In Kuala Lumpur, team members also participated in professional branding sessions and in-person anti-bribery and compliance training.

We expanded our inclusion focus by continuing the *Women Rising* program and launching a new *Male Allies* leadership initiative. Our *Graduate Program*, launched in February 2025, brought in early-career professionals across mechanical engineering, architecture, construction, law, marketing, and telecommunications - strengthening our future talent pipeline.

With over 250 LinkedIn Learning licences issued and increasing uptake of structured development pathways, we remain focused on building a high-performance culture that supports growth at every level.



"Taking primary carer's leave to welcome my first baby was such a special time, and I'm incredibly grateful to have had that support. Returning to work part-time has allowed me to continue enjoying motherhood while still pursuing a career I love. NEXTDC has been so flexible and understanding throughout – it's made all the difference in finding the right balance."

Emma Schiffler
Digital Marketing Coordinator

"I joined NEXTDC in January 2024 as a paralegal while completing my Law and Arts degrees at ANU. I'm now thrilled to be part of the NEXTDC Graduate Program, which reflects NEXTDC's commitment to nurturing emerging talent and supporting professional development. As part of the program, I'll undertake a secondment at a top-tier law firm in Melbourne while completing my Graduate Diploma in Legal Practice. This opportunity offers invaluable hands-on legal experience, supported by structured mentoring and ongoing development at NEXTDC. I'm grateful to be part of an A-team that invests in its people and empowers early-career professionals to thrive."

Daisy Gibson
Paralegal

Empowering our people through learning

By Belinda Barron, Head of Organisational Development and Learning

At NEXTDC, we know that growth, both personal and organisational, starts with learning. In FY25, our people embraced this challenge with incredible energy, clocking up over 12,000 hours of learning across the business. That's a reflection of our commitment to the "learn-it-all" mindset that our CEO Craig, champions. It's how we build capability, and resilience in an evolving industry.

Over the past 12 months, we've made meaningful progress in strengthening the skills that power our operations, drive innovation, and support leadership across the organisation. Here's a snapshot of what we achieved together:

Technical, safety and compliance mastery

We deepened the technical expertise that underpins world-class data centre operations through comprehensive safety and compliance training (including first aid, HV/LV electrical work, security, emergency response, and workplace safety), specialist certifications in data centre design, cooling, power, and telecommunications, advanced capabilities in project management, and contract management, and enterprise-wide compliance programs covering privacy, insider trading, modern slavery, anti-bribery and more.

Leadership and people development

We invested in building confident, capable leaders and high-performing teams through programs like FASTLEAD, Mate to Manager, and Leading and Influencing Change, supported by executive coaching and a 12-month development journey for key talent, along with focused initiatives such as Women Rising and the Male Allies Program to promote inclusive leadership.

Digital skills and innovation

We equipped our teams for a tech-driven future with training in Power BI, Excel, Workday, SharePoint, and AI tools including ChatGPT, complemented by regular "Hour of Power" sessions to explore emerging digital trends and tools.

Professional growth and continuous learning

We enable a learning anytime, anywhere mentality through access to thousands of courses on LinkedIn Learning, a wide range of books and podcasts, and participation in major conferences such as Women in Tech. We also provided Education Assistance for formal study and offered skills workshops in areas like communication, time management, and more.

Why It Matters? This is what a high-performance culture looks like, driven by curiosity, fuelled by knowledge. By growing our people, we're building the foundation for operational excellence, customer trust, and long-term ESG performance.

Looking ahead to FY26, as we begin a new financial year, we ask our team, "What will you learn next? Will you sharpen your technical skills, build your leadership toolkit, or explore something new in digital or customer experience?" Whether they are learning on the job, through a course, podcast or conversation, we are making plans and setting our learning goals for FY26, to keep learning, keep growing, and keep pushing boundaries together.

Employee engagement

We know that when people feel connected to their work and valued in their roles, they do their best work - and that's what drives our success. That's why we put a strong focus on keeping our teams informed, involved, and heard.

We maintain strong employee engagement through regular communication, transparent leadership, and a culture of open feedback. Regular company-wide *'All Hands'* calls hosted by our CEO, bring everyone together, giving employees across all locations direct access to leaders and a chance to stay aligned on what's happening across the business.

We listen closely to feedback, both in day-to-day conversations and through structured surveys. Our biennial NEXTPOLL and alternating-year NEXTPULSE surveys help us understand how people are feeling and where we can do better.

In April 2025, we conducted our latest NEXTPULSE survey, which achieved a 75% engagement rate, placing us in the top quartile of global benchmarks for employee engagement.[1] The survey provided valuable insights into how employees experience life at NEXTDC. Highlights included:

- 89% of employees said that they're proud to work at NEXTDC
- 88% felt that the workplace is inclusive and respectful
- 86% agreed that mental health support is easily accessible

Areas for improvement include access to the right tools and resources career development opportunities, and alignment between company values and culture. These insights are helping us build a workplace that not only supports high engagement but also reflects what matters most to our people. In response, our people managers are empowered to co-design targeted action plans with their teams and P&C, ensuring everyone plays a vital role in sustaining NEXTDC's culture and making it a great place to work.

1 The top-quartile result are based on insights provided by our external survey partner, who conducted the NEXTPULSE survey independently and benchmarked results against global data.

Diversity, equity and inclusion

NEXTDC is committed to to creating a workplace culture that supports equal opportunity, reduces systemic barriers, and values the contribution of all employees. Our DE&I principles are integrated into how we hire, work, and grow - both in Australia and overseas.

In FY25, we continued to make progress through initiatives such as our partnership with Work180 to benchmark gender equity, expanded flexible work under The Way We Work, and internal storytelling programs like Humans of NEXTDC. We marked key inclusion events including Pride Month and International Women's Day, and supported development through mentoring and programs like Women Rising. This year, 27% of external hires were women.

Our DE&I Committee helps set measurable goals, reviews policies, and oversees activities like pay equity audits. We also remain compliant with the Workplace Gender Equality Act 2012, with our 2024 public report available at www.nextdc.com.

Gender diversity - advancing gender balance and representation

The data centre and digital infrastructure sector has long been male-dominated, particularly in technical, engineering, and operational roles. This is due to a range of systemic factors, including underrepresentation of women in STEM pathways, limited visibility of female role models in the industry, and outdated assumptions about the types of roles suited to women in earlier decades. At NEXTDC, we're committed to changing that.

Our goal is to reach a 40:40:20 gender balance by 2030 40% women, 40% men, and 20% flexible, to recognise non-binary and gender-diverse identities across all levels of the business, from employees to the Board. As at FY25, women represent 31% of our workforce, consistent with the previous year, with stronger representation in functions such as Legal and Compliance, Finance, and People & Culture. Women currently make up 38% of our Board, keeping us on track with this target.

We're fostering gender balance through inclusive hiring practices such as gender-neutral job descriptions, balanced interview panels, and targeted outreach for underrepresented candidates. We also ensure all roles are advertised with flexibility where possible, to support broader candidate appeal. We provide mentoring, targeted development, and stretch opportunities that support career growth for women in all areas of the business, including traditionally male-dominated fields. We also partner with 40:40 Vision and Work180 to benchmark progress and access practical insights that help us create a more equitable, transparent, and supportive workplace.

THE BOARD
GENDER PROPORTIONS

38% female

62% male

GROUP WORKFORCE
GENDER PROPORTIONS

31% female

68.5% male

0.5% non-binary

Fostering cross-cultural understanding

As we expand into Asia, we're strengthening cross-cultural understanding through initiatives like our 2024 Cultural Learning sessions, aimed at enhancing empathy and collaboration between teams. Following positive feedback, the program will roll out company-wide in FY25. We're also exploring cultural immersion experiences for leaders, such as a recent cultural tour in Kuala Lumpur that gave our Executive team valuable insights into Malaysia's heritage, customs, and communities, reinforcing our commitment to an inclusive and connected global workplace.

Diversity, Equity and Inclusion Committee

Established in 2020, NEXTDC's DE&I Committee plays a key role in shaping our inclusion strategy and holding the business accountable for progress. In 2024, the Committee refreshed its focus areas to align with business growth and evolving workforce needs.

Made up of employees from diverse backgrounds, the Committee drives practical initiatives across the business. In FY25, priorities included raising awareness of unconscious bias, embracing cultural diversity, promoting disability inclusion, supporting mental health, advancing gender diversity targets, celebrating Pride Month, and reviewing policies such as parental leave to ensure they meet the needs of a diverse workforce.

Non-discrimination and equal opportunity

We maintain a zero-tolerance approach to discrimination and are committed to equal opportunity across all aspects of employment. Recruitment, development, promotion, and pay decisions are based on merit, not personal characteristics (such as age, race, gender, background, disability, sexual orientation, faith or personal preferences). We support this through regular training on unconscious bias and inclusive practices, delivered to employees, managers, and senior leaders. We also apply fairness checks in recruitment, including blind screening, structured interviews, and diverse hiring panels. These measures help ensure a fair and inclusive employee experience.

Pay equity

At NEXTDC, we are committed to fair and equitable pay for all employees, based on role scope, experience, and performance - regardless of gender, background, or personal characteristics.

Our annual remuneration reviews, most recently completed in November 2024, ensure alignment between pay, performance, and market benchmarks. These reviews confirm that employees in comparable roles are paid equitably. Variations in pay outcomes largely reflect broader industry and workforce trends, specifically, lower female representation in technical and senior leadership roles, which typically attract higher base pay and incentive opportunities. As our sector continues to grow, the strategic value of these roles has further increased (especially at senior levels, where average leadership tenure exceeds six years), contributing to the success of our incentive programs and impacting overall gender pay gap metrics.

Inclusive hiring and recruitment strategies are central to this. Our job advertisements are reviewed to ensure gender-neutral language, and we apply inclusive design principles across our recruitment processes. Our hiring panels are trained in bias mitigation, and we embed our Inclusive Hiring Guide into standard recruitment workflows. We also use structured interview formats and skill-based assessments to ensure candidates are evaluated fairly.

To build a stronger pipeline of diverse talent, we run a targeted graduate program that actively encourages women to enter technical and engineering roles. This is complemented by partnerships with organisations focused on advancing women in STEM and technology.

Internally, we're focused on lifting female representation in leadership through tailored development programs like Women Rising and Executive Central, and we are a proud signatory to the 40:40 Vision, committing to gender balance at leadership levels. As a WORK180 endorsed employer, we also undergo regular benchmarking to ensure transparency and accountability.

Our inclusive culture is reinforced by flexible working options, gender-neutral parental leave, miscarriage support, and training that builds empathy and understanding across teams. The NEXTDC Women employee network offers a safe space for connection, mentoring, and growth, fostering a workplace where everyone can thrive.

For more on our approach to gender equity and progress to date, please refer to our WGEA Pay Gap Statement 2025, available on our website.

Case study:

Empowering Diversity and the Next Generation in Construction

As a valued delivery partner, Kapitol Group continues to lead by example in driving workforce diversity and creating meaningful career pathways for the next generation of talent, many of whom are deployed across our active NEXTDC construction projects.

To support a more inclusive construction industry, particularly for women and primary carers, Kapitol has implemented initiatives focused on work-life balance, wellbeing, and long-term development. Their innovative '10 in 14' program ensures site managers operate on a rotating 6-day/4-day roster, enabling regular Saturdays off. For all other roles, work is structured Monday to Friday, with a strong commitment to capping hours at under 50 per week, and a longer-term vision to reach a 40-hour work week. These initiatives directly address industry fatigue, improve wellbeing, and create a more flexible and sustainable working environment.

Kapitol also invests heavily in early career development through its structured 2-year Graduate Program, which provides broad exposure across the construction lifecycle. The program includes hands-on experience, dedicated monthly graduate forums, a retreat, and crucially, a consistent 5-day working week to support a balanced and healthy start to a construction career.

Currently, Kapitol has 15 graduates and cadets actively deployed across NEXTDC projects, with 17% female participation on-site, of which is made up of female graduates and cadets.

Community

At NEXTDC, we strive to understand and respond to the social and environmental impacts of operations on local communities, including land use, access, and wellbeing. Our commitment to community is brought to life through Live to Give (L2G), our corporate social responsibility program supporting volunteering, fundraising, and workplace giving year-round.

As a proud member of the Pledge 1% movement, all employees are encouraged to dedicate 1% of their time to volunteering. To support this, NEXTDC provides three days of paid volunteer leave annually, with additional leave available for skills-based volunteering. Employees can also participate in our Workplace Giving Program, enabling ongoing, tax-effective donations to charity partners including The Smith Family, Cancer Council, Beyond Blue, Australian Red Cross, UN Women Australia, and SolarBuddy. NEXTDC matches these donations dollar-for-dollar.

FY25 community impact highlights

In FY25, our L2G program continued to grow, reflecting the passion and generosity of our people. We welcomed five new members to the L2G Committee, supported 73 employees in using their volunteer days, and coordinated 10 volunteer opportunities across our sites. Through Workplace Giving, 25 team members supported our incredible charity partners.

Our Live to Give Committee

The Committee, sponsored by our Head of People & Culture, are a dedicated group of NEXTDC employees who drive our corporate social responsibility. The Committee lead fundraising events, source and promote volunteering opportunities, and foster a culture of giving across the organisation. Our Viva Engage platform remains central to sharing stories and celebrating community impact. The L2G Viva Engage community saw 79 posts and 894 reactions across FY25, highlighting the enthusiasm and engagement behind every initiative.

Listening to our people: Your Voice, Our Impact Survey

In FY25, we launched our first Your Voice, Our Impact survey to better understand how our people want to give back. The survey explored preferred volunteering formats, causes of interest, and views on workplace giving. Key feedback revealed time constraints and lack of clarity around how to get involved. In response, the Committee is simplifying access to volunteering, offering more time effective and locally relevant opportunities, and improving communication. Biannual education sessions, particularly focused on onboarding new starters, will launch in FY26 to further raise awareness.

Engaging for impact

Volunteering and community engagement are core to the NEXTDC employee experience. In 2021, we increased paid volunteer leave from one to three days per year and continue to offer additional leave for skills-based volunteering.

In FY25, our people contributed across a range of initiatives. Our teams rolled up their sleeves to cook with OzHarvest, support families at Ronald McDonald House Perth, and connect with animals at the RSPCA across Sydney, Brisbane and Melbourne. In Kuala Lumpur, the team baked for the Malaysian Red Crescent, and across the business, 70 handwritten letters were prepared for The Smith Family students. We also hosted a Dignity Drive, raising money and collecting essential menstrual products, and came together for a sweet cause raising more money for Cancer Council with cupcakes in hand. Finally, we built 175 SolarBuddy lights across the company both in Australia and Malaysia, helping brighten the lives of children living in energy poverty.

While we didn't meet our stretch target of utilising 20% of available volunteer days, we achieved a strong result with 802 hours volunteered and nearly 20% of employees participating - a promising foundation to build on.

We also continued to support awareness events such as RUOK? Day, Share the Dignity, International Women's Day, and Australia's Biggest Morning Tea.

The Committee's focus in FY26 is to expand volunteering opportunities and improve participation by:

- Reviewing current charity partnerships in Australia and forming new ones in Malaysia
- Offering more localised and accessible volunteering activities
- Raising awareness of the L2G program through half-yearly education sessions
- Exploring team-based initiatives like fun runs, charity walks, and regular blood donations via a NEXTDC Lifeblood team
- Recognising employees who fully utilise their volunteer leave

These efforts aim to make it easier for everyone to get involved and help strengthen our community impact.

"Each year, I dedicate my professional volunteering days to the Project Management Day of Service (PMDoS), where project management professionals collaborate with charities and not-for-profit organisations to tackle their most pressing challenges. The passion and commitment shown by these organisations is deeply inspiring, and it's incredibly fulfilling to support their impactful work.

Volunteering has always been a personal value of mine, and I'm grateful to NEXTDC for enabling employees like me to contribute meaningfully to our communities. Beyond PMDoS, I've embraced volunteering through school events at my daughter's school and corporate initiatives such as OzHarvest. These experiences not only deepen my sense of connection but also reflect NEXTDC's ongoing support for creating positive social change."

Peta Vigor
Senior IT Project Manager

Case Study

OzHarvest and Kechara Soup Kitchen: Giving Back Across Borders

In FY25, NEXTDC teams across Australia and Malaysia embraced the spirit of community through meaningful volunteering partnerships that not only gave back but also raised awareness about sustainability and social responsibility.

Our Australian team partnered with OzHarvest, dedicating time to prepare nutritious meals for those in need. Beyond cooking, volunteers learned about the critical issue of food waste and how preventing it helps protect our planet. It was an inspiring and fulfilling experience that brought the team together while making a positive impact on the community.

Meanwhile, our Kuala Lumpur team volunteered with Kechara Soup Kitchen's Surplus Collection program, an initiative focused on rescuing surplus fresh produce from generous partners and redistributing it to charity homes. Volunteers collected approximately 500 freshly baked buns from Shah Alam, delivering them to Kechara's food bank in Jalan Imbi for distribution to those in need. This hands-on experience offered valuable insights into local community needs and the impactful work being done by Kechara.

Both initiatives highlight NEXTDC's commitment to supporting diverse communities through local partnerships, encouraging employees to contribute meaningfully while fostering a culture of care and sustainability across our international footprint.

NEXTDC Members volunteering at Kechara Soup Kitchen.

NEXTDC team members volunteering for OzHarvest.

Reconciliation Action Plan (RAP)

Over the course of the year, the RAP Working Group progressed the development of NEXTDC's inaugural Reflect Reconciliation Action Plan (RAP), which was submitted to Reconciliation Australia in early 2025. Since receiving initial feedback, we have taken the time to refine our submission - ensuring that the accompanying RAP artwork meaningfully reflects our business identity and values, and confirming the internal leadership and capabilities required to embed RAP actions across the organisation. Once clarity is secured around implementation across key business functions, we will proceed with resubmission for endorsement.

As part of our preparation for the formal launch, we began laying the groundwork for First Nations Cultural Awareness Training, which will be formally introduced across the business in FY26. Delivered in partnership with Mirri Mirri, an award-winning Aboriginal-owned organisation, the program will create a safe and inclusive space for learning about the rich histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples. This initiative reflects our belief that reconciliation begins with education. By fostering open discussion and reflection, the training will support greater cultural understanding and help build a more inclusive and respectful workplace. It will initially be rolled out to all Australian-based employees, with Malaysian colleagues also welcome to participate.

Customers

Customer relationship

Living our 'customer first' value, we work closely with our customers to support their growth in a digital-first environment. We take shared ownership of interactions and collaborate across teams to deliver a consistent, high-quality experience.

Our data centres provide the digital infrastructure that enables customers to stay connected, innovate at the edge, and achieve their sustainability goals. We see every interaction as an opportunity to collaborate on decarbonisation, global sustainability objectives, or broader value chain improvements.

Our recent double materiality assessment extended to a selected customers sparked a number of valuable and forward-looking conversations. We received encouraging feedback, particularly around our customer service, on-site operational performance, and the approachable, solution-focused nature of our teams. Importantly, these discussions also validated areas we had already identified as priorities, while highlighting where we can strengthen our efforts. Customers expressed a desire for NEXTDC to:

- Support progress toward their own sustainability targets through more accurate, granular emissions data
- Continue enhancing water and energy efficiency across our facilities
- Maintain transparency and build resilience in managing climate-related risks
- Deepen engagement around social responsibility, workforce inclusion, and circularity
- Strengthen governance, assurance, and alignment with leading international frameworks

These insights reinforce the importance of our ongoing work and help sharpen our focus on the areas that matter most to our customers and stakeholders.

We're working closely with our customers to strengthen partnerships built on trust, transparency, and action. From refining our Scope 2 reporting to developing sustainability dashboards and green certification systems, their feedback is helping shape how we evolve. Our approach includes ongoing engagement through strategic account planning, business reviews, ESG data sharing, collaborative design, and senior leadership forums in ensuring customer voices are heard at every stage of the journey.

What our customers have had to say

"We care about your people, your suppliers, your impact, not just your performance."

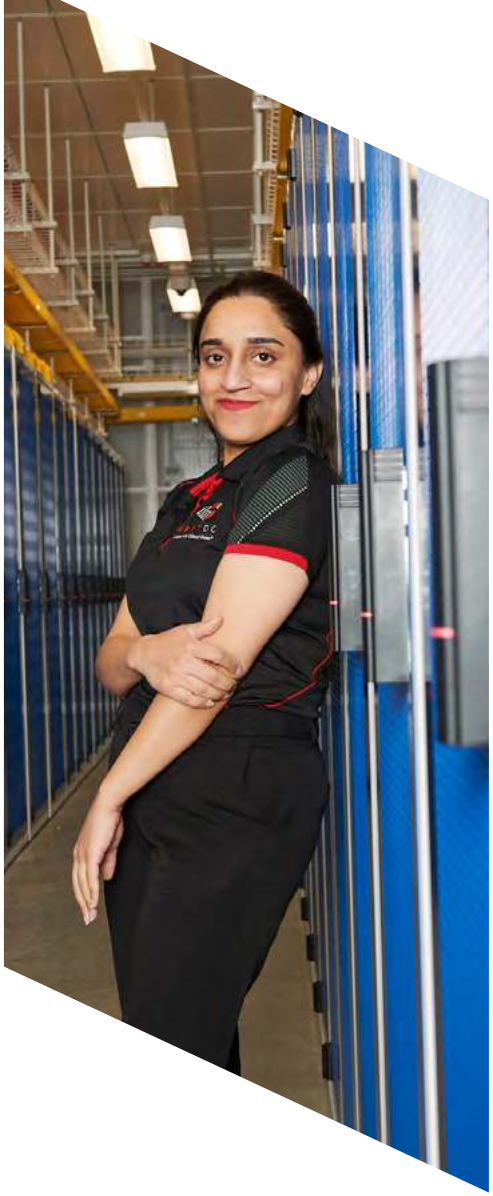
"We've seen strong practices in energy efficiency and site-level performance, it's clear you're thinking ahead."

"We want to partner with vendors who are going to help us achieve our sustainability goals and decarbonisation strategy."

"ESG is now part of how we assess partners. It's not a 'nice to have,' it's business critical."

"We wish to understand your climate and nature-related risks and show us how you're managing them."

"Aligning to global frameworks makes it easier for us to benchmark and report, and helps us stay audit-ready."



NEXTDC

For any queries about NEXTDC's sustainability reporting, please use the following link to contact us.

www.nextdc.com/contact