NEXTDC

FY26

Environmental, Social and Governance Report

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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, Artarmon 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

Artificial intelligence is changing the infrastructure requirements of the global economy.

What is often described as a software revolution is increasingly a physical one. AI at scale requires enormous amounts of compute, and compute requires power, land, networks, cooling, capital, security and highly resilient infrastructure.

Australia has an opportunity to be a significant participant in this next phase of the digital economy. Capturing that opportunity will require more than simply building data centres. It will require us to build the energy systems, skills, sovereign capability and community confidence that allow digital infrastructure to grow sustainably.

For NEXTDC, those issues are increasingly inseparable.

During the year, the Australian Government set out national expectations for data centre and AI infrastructure development covering energy, water, jobs, skills, innovation and our national interest. More recently, the Government announced its intention to develop nationally consistent AI Standards, including requirements that will apply to the energy, water and location of the next generation of large data centres. These proposals are still evolving, but the direction is clear: digital infrastructure will increasingly be expected to demonstrate not only what it enables, but how it is built, powered and operated.

We welcome that conversation.

Australia should expect high standards from infrastructure at this scale. The challenge is to establish frameworks that are clear, nationally consistent and capable of attracting the long-term capital required to build both digital infrastructure and the new energy capacity that supports it.

Energy is central to that equation. As AI workloads become denser, access to reliable and increasingly lower-carbon electricity is becoming one of the defining constraints on digital infrastructure globally. Our role is not simply to consume energy efficiently. We need to work with network operators, generators, customers and governments to support an energy network capable of meeting the needs of the broader economy as digital demand grows.

Water requires the same discipline. There is no universal cooling architecture that produces the right outcome in every location. Water availability, climate, energy intensity, infrastructure and operational resilience all matter. Our approach is therefore to design to the conditions of each site and make those trade-offs deliberately.

FY26 marked an important step forward in our sustainability reporting journey. For the first time, NEXTDC has prepared a sustainability report in accordance with Australian Sustainability Reporting Standards AASB S2, incorporated within our FY26 Annual Report. This represents a significant evolution in the governance, risk management and assurance underpinning our climate reporting.

During the year, we have also confirmed our target to achieve Net Zero Scope 1 and Scope 2 greenhouse gas emissions by 2050. The pathway will not be linear. As our business grows, we must continue balancing energy availability, operational resilience and rapidly increasing customer demand while progressively reducing the emissions associated with our own operations. Developing our Climate Transition Plan in FY27 will be an important next step.

We are also seeing sustainability become increasingly tangible in the infrastructure itself.

At M3, subsequent stages are currently tracking at approximately 27% lower embodied carbon than the Stage 1 baseline, exceeding the project's internal goal of a 20% embodied carbon reduction. Across our development program, construction partners are increasing material recovery and reuse and trialling battery and electric alternatives to conventional diesel-powered construction equipment.

Operationally, S2 Sydney became the second NEXTDC facility to achieve the Uptime Institute Sustainability Assessment Award, following M2 Melbourne. Independent assessment gives us another way to test whether the systems, data and operational practices behind our sustainability commitments are working.

But sustainable infrastructure is not defined by environmental performance alone.

It must be secure. It must be resilient, built and operated safely by capable people. It must serve Australia's national interests. And it must create value for the people and communities around it.

Safety remains non-negotiable. In FY26, our construction portfolio recorded an LTIFR of 0.3 and TRIFR of 3.5, remaining ahead of comparable industry benchmarks. Across our operational workforce, two recordable injuries resulted in an LTIFR and TRIFR of 2.2 per million hours worked. While these were relatively minor incidents, two injuries are still two too many. We are using those learnings to strengthen our controls and accelerate improvement in FY27.

Our responsibility also extends to our people and the communities we serve. Our workforce is growing with the business. NEXTDC finished FY26 with 448 employees, with 22% of roles filled through internal career moves and 13% of new hires coming through employee referrals. Voluntary turnover also reduced to 14.88%, reflecting the importance we place on creating a workplace where talented people can build long-term careers.

As our footprint expands beyond Australia, building that culture across borders is becoming increasingly important. We are bringing together teams with different backgrounds, perspectives and ways of working across Australia and Asia, while maintaining common expectations around safety, integrity, performance and customer service.

We launched our inaugural Reflect Reconciliation Action Plan, expanded career and leadership development, maintained a strong network of Mental Health First Aid Officers and saw our people contribute volunteer hours through our Live to Give program.

As NEXTDC expands across Australia and Asia, the scale of our opportunity is significant. So too is the responsibility that comes with building infrastructure that will underpin the next generation of digital services. Our focus is clear: build for scale, operate with discipline, keep our people safe, invest in capability and culture, innovate continuously and ensure sustainability evolves alongside our infrastructure.

Thank you to our people, customers, partners and communities for the role you continue to play in our collective success.

Craig Scroggie
Chief Executive Officer

"Australia has an opportunity to be a significant participant in this next phase of the digital economy. Capturing that opportunity will require more than simply building data centres. It will require us to build the energy systems, skills, sovereign capability and community confidence that allow digital infrastructure to grow sustainably."

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 2025 to 30 June 2026 (referred to as 'FY26' 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.

Evolution of sustainability reporting

FY26 marks a significant evolution in NEXTDC's sustainability reporting. Climate-related financial disclosures are now integrated with the Sustainability Report, which forms part of the FY26 Annual Report and has been prepared in accordance with the *Corporations Act 2001 and AASB S2 Climate-related Disclosures*. These disclosures are subject to governance, control and assurance processes aligned with our broader corporate reporting framework and were approved by the Board.

With the commencement of Australia's mandatory climate reporting regime, we have retired our standalone Climate and Nature Report, which housed NEXTDC's disclosures under the Task Force on Climate-related Financial Disclosures (TCFD). Following the completion of the TCFD's work and its disbandment in 2023, responsibility for monitoring the progress of climate-related disclosures transferred to the IFRS Foundation, whose ISSB Standards form the basis of our AASB S2 disclosures.

The Climate and Nature Report also documented NEXTDC's initial application of the *Taskforce on Nature-Related Financial Disclosures (TNFD)* Locate, Evaluate, Assess and Prepare (LEAP) approach. As TNFD remains voluntary and nature-related reporting continues to evolve, NEXTDC is reassessing how its alignment with the TNFD recommendations and LEAP approach integrates with our materiality, risk management and reporting processes. This recognises that TNFD considers nature-related dependencies, impacts, risks and opportunities, while AASB S2 and the ISSB Standards apply a financial-materiality lens to climate-related risks and opportunities. These frameworks are complementary but differ in scope, methodology and the way materiality and risk are assessed.

This reassessment does not diminish the relevance of nature-related matters to NEXTDC. Nature remains important to how we plan, design and operate our facilities, particularly in relation to water availability , land use, biodiversity, site selection and environmentally sustainable design. Our double Materiality Assessment identified biodiversity as a peripheral topic for NEXTDC, and we will revisit nature-related materiality as our business and the relevant reporting frameworks evolve. In the meantime, we continue to consider relevant nature-related dependencies, impacts, risks and opportunities within our broader enterprise-wide risk management and asset-planning processes.

Assurance

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

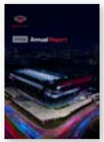
Our Scope 1 and Scope 2 greenhouse gas emissions disclosed in this report, together with selected disclosures in the Sustainability Report, are subject to limited assurance in accordance with the mandatory climate reporting requirements. Refer to the Independent Limited Assurance Report within the Sustainability Report for the scope, criteria and conclusions of the assurance engagement, and to the accompanying Directors' Declaration regarding the climate-related financial disclosures.

Feedback

NEXTDC values your feedback on this report. For any queries about NEXTDC's ESG reporting, please use the following link to contact us: www.nextdc.com/contact.

FY26 ANNUAL REPORTING SUITE

This **ESG Report** outlines NEXTDC's material sustainability topics, performance and actions to manage our impacts and contributions across the economy, environment and society.



The **Annual Report**, our primary corporate disclosure document, describes our business strategy, financial review and statements, approach to remuneration and key governance disclosures. From FY26 it incorporates our **Sustainability Report**, containing our climate-related financial disclosures prepared to meet NEXTDC's mandatory climate reporting obligations under the *Corporations Act 2001 (Cth)* and in accordance with the *Australian Sustainability Report Standards (AASB S2)*, including our climate governance, strategy, climate-related risks and opportunities, scenario analysis, and metrics and targets.

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

Our **Modern Slavery Statement** explains how we identify, assess and manage modern slavery risks across our operations and supply chain.

View our reporting suite online at: https://www.nextdc.com/investor-centre

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.

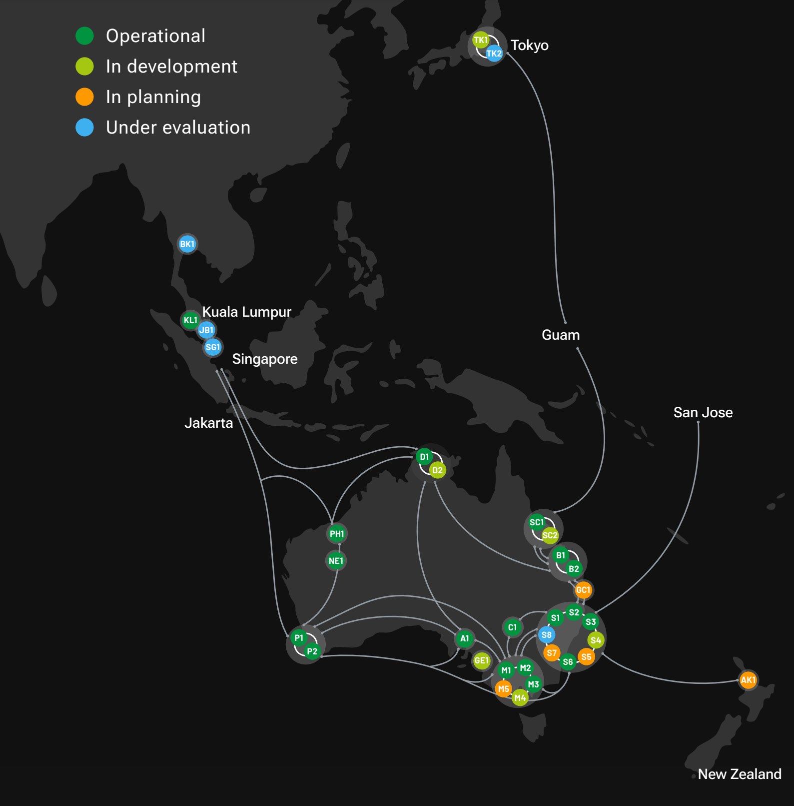
About NEXTDC

NEXTDC is an ASX 100-listed technology company delivering enterprise-grade hyperscale, colocation and edge data centre solutions, together with software-defined interconnection services and secure, resilient mission-critical operational space. We build and operate one of the most cloud-connected and technically advanced data centre platforms in the Southern Hemisphere, supporting thousands of interconnected services and enabling sovereign, always-on access to cloud, AI, telecommunications, data and enterprise systems.

As AI, cloud and hyperscale platforms continue to reshape how organisations work, our role is to provide the facilities, power, cooling, security and connectivity that allow our customers to deploy new technology with confidence. This infrastructure is fundamental to running the internet and our nation.

Our platform spans all mainland Australian capital cities and key regional centres, now with expansion into South-East Asia and soon North Asia. Today NEXTDC manages 18 fully operational, highly certified data centres, each supported by a 100% uptime guarantee and independent certification for security, sustainability and operational resilience. We aim to be the Asia-Pacific region's most trusted data centre services company.

Further details on our operations, strategic market drivers and financial performance can be found in the NEXTDC FY26 Annual Report, available via the Investor section of our website at www.nextdc.com.



Our data centres

Australia

SYDNEY
S1 Sydney
S2 Sydney
S3 Sydney
S4 Sydney
S5 Sydney
S6 Sydney
S7 Sydney

MELBOURNE
M1 Melbourne
M2 Melbourne
M3 Melbourne
M4 Melbourne
M5 Melbourne
GE1 Geelong

BRISBANE
B1 Brisbane
B2 Brisbane
GC1 Gold Coast

PERTH
P1 Perth
P2 Perth

PORT HEDLAND
PH1 Port Hedland

NEWMAN
NE1 Newman

CANBERRA
C1 Canberra

ADELAIDE
A1 Adelaide

DARWIN
D1 Darwin
D2 Darwin

SUNSHINE COAST
SC1 Sunshine Coast
SC2 Sunshine Coast

International

MALAYSIA
KL1 Kuala Lumpur

NEW ZEALAND
AK1 Auckland

JAPAN
TK1 Tokyo

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.

Bright Ideas
We see the future by creating it ourselves.

Choose Impact
We invest our time, money and energy where it has the greatest impact.

Customer First
We show up for our customers, every time.

One Team
We are an elite team, collectively delivering next-level performance.

Straight Talk
We speak openly and with respect, we disagree, then we commit.

Pursue Excellence
We are driven to be exceptional in everything we do.

FY26 Sustainability Highlights

Environmental highlights

- Board approved Net Zero 2050 target for scope 1 & 2 GHG emissions.
- S2 Sydney achieved the Uptime Institute Sustainability Assessment Award, becoming NEXTDC's second Australian facility to receive the recognition.
- M3 Stages 2 and 4 are tracking at approximately 27% lower embodied carbon than the Stage 1 baseline, exceeding our internal project goal of a 20% embodied carbon reduction.
- Construction projects achieved strong resource recovery outcomes, including 94.7% waste diversion at M3, 93% at M2, reuse of ~90,000m³ of fill across S4–S7, and ~13,000 tonnes of recycled crushed concrete at M3.

Social highlights

- Launched our *Reflect* Reconciliation Action Plan (RAP) marking a milestone step in our reconciliation journey.
- Grew our workforce to 448 employees, with 22% of roles filled through internal career moves.
- Maintained 31% female representation across our workforce, with 38% of Board roles held by women.
- Strengthened mental health support through a network of 58 accredited Mental Health First Aid Officers across Australia and Malaysia.
- Through Live to Give, 61 employees contributed volunteer hours to community initiatives in FY26.

Governance highlights

- Published our **first Sustainability Report** under *Australian Sustainability Reporting Standards AASB S2*.
- Continued to strengthen responsible sourcing and human-rights due diligence, achieving 99.4% completion of mandatory modern slavery training.

18 operational data centres

6 data centres in development

5 data centres in planning

750+ partner ecosystem

100% carbon neutral for our corporate function, certified under Climate Active

Industries we support:

- 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

People and community:

Staff
448
as of June 2026

Volunteering
undertaken by 61 employees

Female representation
Total
31%
Board
38%

Training
99.4% completed for Modern Slavery

Mental Health First Aid Officers
58 globally

Safety:

In our data centres		In our construction projects	
2.2	2.2	0.3	3.5
LTIFR	TRIFR	LTIFR	TRIFR

Environment:

On-site solar generation
755,034 kWh

Scope 1 emissions
GHG Protocol
5,844 tCO_2-e

Scope 2 emissions
GHG Protocol
162,163 tCO_2-e

Landfill diversion
72%

0 Significant environmental incidents

PUE 1.49

WUE 2.40

CUE 1.10

Our Impact

Powering Australia's digital economy

Data centres have become one of the most significant drivers of investment in the Australian economy. Australia's data centre investment pipeline is now measured in the tens of billions of dollars, supporting construction activity, engineering and professional services, and a growing skilled workforce, while enabling the AI, cloud and digital services on which the broader economy increasingly depends. As one of Australia's leading data centre operators, NEXTDC's national network of certified facilities, spanning every mainland capital and extending into regional and edge locations, forms part of the nation's critical infrastructure.

Our facilities underpin critical services needed every day by governments, hospitals, schools, financial institutions and businesses of every size.

Enabling sovereign AI and cloud capability

Australia's long-term prosperity and security depend on sovereign digital capability - the ability to store, process and protect the nation's data onshore. NEXTDC's Uptime Institute-certified facilities host government, defence-adjacent, research and enterprise workloads within Australian jurisdictions, supporting data sovereignty, national resilience and the Government's ambition, set out in the National AI Plan, to capture the benefits of AI for all Australians.

In March 2026, the Australian Government released its *Expectations of Data Centres and AI infrastructure developers*, setting out five national expectations: prioritising Australia's national interest, supporting the energy transition, using water sustainably and responsibly, investing in Australian skills and jobs and strengthening research, innovation and local capability. These expectations are broadly aligned with areas NEXTDC has long considered in its approach to infrastructure development and operations, and are reflected across a number of themes discussed in this report.

Partnering in the energy transition

The growth of digital infrastructure and the decarbonisation of the electricity grid must advance together. NEXTDC works with grid operators from the earliest stages of site development to model future load profiles, support network stability and de-risk long-term energy supply. Our facilities are designed for grid-readiness, with the flexibility to support network resilience during peak demand events, and we continue to explore on-site generation, storage and demand flexibility solutions that reduce pressure on the grid and support the integration of renewable energy.

Because colocation consolidates workloads into highly efficient shared facilities, it can reduce energy intensity compared with dispersed on-premises infrastructure, which typically operate at a lower utilisation and higher energy intensity. In FY26, our portfolio PUE was 1.49, and our first direct-to-chip liquid cooling deployment continues to enable ultra-high-density AI compute at significantly lower energy overheads.

Creating jobs, skills and local capability

Our growth creates direct and enduring local benefit through construction employment across our capital works program, high-skill operational careers and structured pathways into the industry. In Australia, NEXTDC contributes to research and innovation through partnerships focused on areas including energy optimisation, autonomous operations and climate-resilient data centre design, while building local engineering and technical capability through the development and operation of our infrastructure. As a colocation infrastructure provider, NEXTDC provides the secure, high-performance infrastructure that enables cloud and large-scale compute services, with access to compute provided by customers operating within our facilities. We will continue to explore opportunities to support research, innovation and local capability as our AI infrastructure footprint grows. Separately, through our investment in digital skilling in Malaysia, we are supporting technical capability and innovation in that market.

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

Our Company Values

- Customer First
- One Team
- Bright Ideas
- Pursue Excellence
- Straight Talk
- Choose Impact

Customers

Our customers benefit through long-term sustainable business practices and advanced digital infrastructure solutions.

Our people

We actively engage with our diverse workforce by providing meaningful growth opportunities and fostering a supportive, inclusive workplace where everyone can thrive.

Community

We partner with and invest in the communities in which we operate by building a business that contributes to a sustainable future and positive economic outcomes. We support nature-positive approaches to designing, constructing and operating our facilities.

Supply chain

We create economic value through our investments in utilities, goods, and services, while actively working with our supply chain to embed sustainable practices at every stage of procurement and project delivery.

Shareholders

We aim to deliver long-term value by building a business that can generate long-term financial returns. We operate transparently to enable our shareholders to understand how we seek to meet their objectives.

Environment

We minimise our impact, improve environmental outcomes (such as power and water efficiency) and champion responsible management of natural resources through optimised design and operation.

Secure and safe digital infrastructure

We create a physically secure operating environment reducing the likelihood of security or data breaches for our customers.

Reliability and resilience

We provide high-quality digital infrastructure that is resilient to the impact of climate change and ensure reliability in service.

Upstream

Site selection and design
We select sites with sustainability, resilience and community in mind.

Supply chain and construction
We work with partners to build efficient, scalable infrastructure.

Trusted supply chain partners
We partner with suppliers and contractors who share our values.

Own operations

Energy and water stewardship
We manage energy and water responsibly and pursue lower-carbon solutions.

Secure operations
We operate resilient, secure and efficient data centres using data and technology.

Emissions and circularity
We reduce emissions and apply circular design principles to minimise waste.

People
We foster a safe, inclusive and high-performing workplace where our people can thrive.

Downstream

Customer connectivity
We enable customers with reliable digital infrastructure and strong connectivity.

Broader value creation
Our infrastructure supports economic activity, partnerships and community outcomes.

Community engagement
We invest in local communities and support programs that build skills and resilience.

Materiality

Understanding the sustainability matters most relevant to our stakeholders and business is fundamental to how NEXTDC operates and grows responsibly. In FY25, we completed our first Double Materiality Assessment, considering impact materiality and financial materiality.

Impact materiality

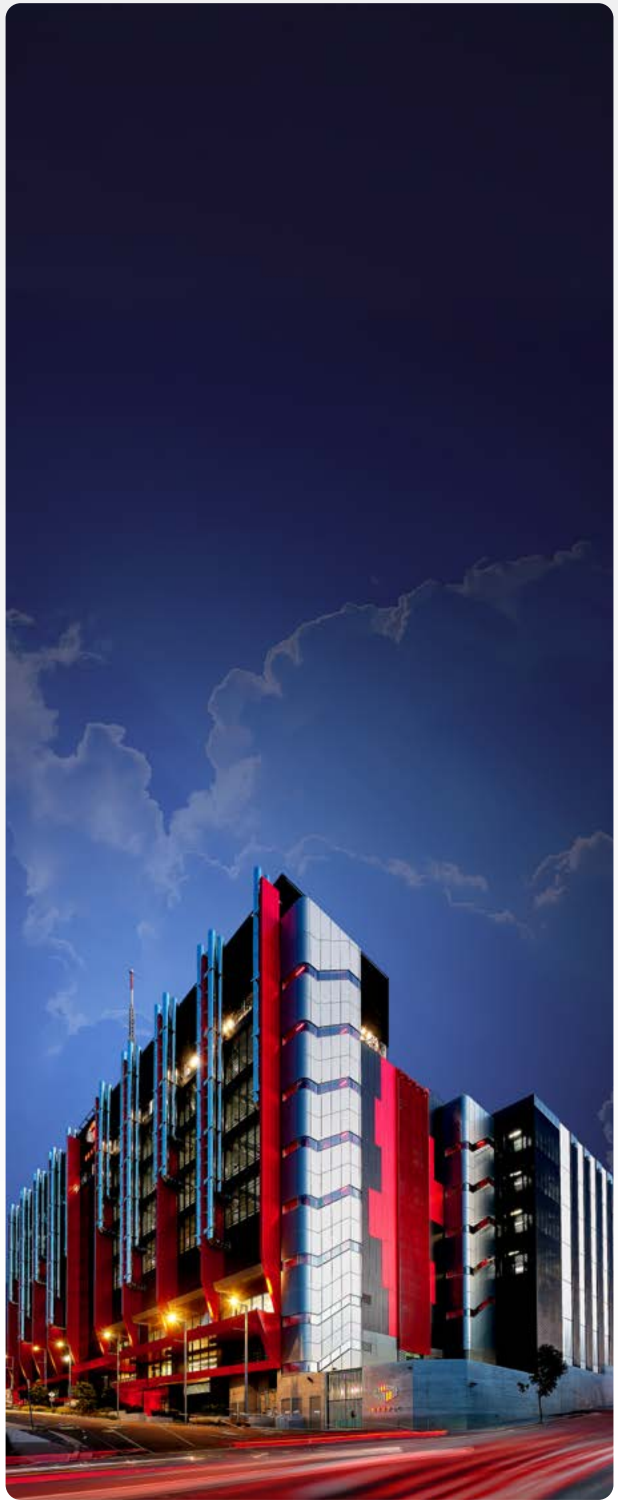
How NEXTDC's activities affect the environment, society and the economy.

Financial materiality

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

The assessment combined desktop research, engagement with internal and external stakeholders, including executives, Board members, customers and investors and validation workshops. The FY25 assessment identified 13 topics from highest to moderate materiality and six peripheral topics. For FY26 reporting, 12 material topics are presented, reflecting consolidation of the topic architecture rather than a substantive change to the underlying FY25 assessment.

During FY26, we considered changes in our business, stakeholder expectations and the sustainability reporting landscape and did not identify any substantive changes requiring the assessment to be refreshed. We will periodically revisit the assessment as NEXTDC and the external environment evolve, including the relevance of topics currently identified as peripheral.



Material topic	Definition	Financial materiality	Impact materiality	GRI topics
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.	●●●●	●●●●	GRI 302: Energy
ESG governance	Ensuring Board and executive leadership oversight, accountability, and integration of ESG factors into business strategy, risk management, and decision-making frameworks.	●●●●	●●●●	GRI 2: General Disclosures
Cyber security and data privacy	Protecting customer and company data by implementing robust security systems and ensuring compliance with privacy laws and expectations.	●●●●	●●●●	GRI 418: Customer Privacy
Safety management and performance	Managing health and safety risks across all operational sites to prevent incidents and injuries and ensure a safe environment for workers and contractors.	●●●●	●●●●	GRI 403: Occupational Health and Safety
Water use and stewardship	Proactively managing water use across data centre operations by improving efficiency, reducing potable water withdrawal, and protecting water resources.	●●●○	●●●○	GRI 303: Water and Effluents
Business ethics and transparency	Embedding ethical business practices and transparent communication to meet legal obligations and support stakeholder trust.	●●●○	●●●○	GRI 205: Anti-corruption; GRI 206: Anti-competitive Behavior
Responsible sourcing	Embedding sustainability principles into procurement and supplier engagement to reduce social and environmental risks in the supply chain.	●●●○	●●○○	GRI 204: Procurement Practices; GRI 414: Supplier Social Assessment
Employee relations and benefits	Providing a strong employee value proposition that attracts and retains talent, enhances wellbeing, and builds internal capability.	●●●○	●●●○	GRI 401: Employment; GRI 404: Training and Education
Sustainability-focused innovation	Developing and deploying innovative technologies and processes to improve sustainability outcomes across energy, emissions, water, and materials.	●●●○	●●●○	N/A
Climate change and GHG emissions	Measuring, managing, and reducing greenhouse gas emissions across Scope 1 and 2, aligned to our Net Zero 2050 target.	●●○○	●●●○	GRI 201: Economic Performance; GRI 305: Emissions
Diversity, equity and inclusion	Creating a workplace culture that supports equal opportunity, reduces systemic barriers, and values the contribution of all employees.	●●○○	●●●○	GRI 405: Diversity and Equal Opportunity
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.	●●○○	●●●○	GRI 413: Local Communities

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

Stakeholder Engagement

Creating long-term value through trusted relationships

Employees

Our people drive our success. Their engagement and development supports business optimisation and long-term achievement.

How we engage

- Induction, policies and procedures, intranet
- Code of Conduct, training and awareness
- Employee surveys and engagement
- All Hands with the CEO and Townhalls
- ESG Report

Customers

Our core value of 'Customer First' drives how we create value and build trust.

How we engage

- Site induction and facility rules
- Privacy policy and statements
- Service advisory notifications (weekly/monthly/quarterly)
- Annual Report
- Monthly or quarterly business reviews
- Recurring meetings with operational teams
- ESG Report

Media and academia

We engage with media and academia to share insights, enhance transparency and contribute to informed discourse.

How we engage

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

Shareholders and investors

We deliver transparent communication and strong governance to support sustainable, long-term value creation.

How we engage

- Disclosure documents including results announcements, investor presentations, Annual Report, ESG Report and Sustainability Report
- Annual General Meeting
- Investor roadshows
- Website
- Interim and full year results briefing
- Strategy briefings and market updates

Industry associations

We work with industry associations to foster collaboration, represent our business and influence good practice.

How we engage

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

Communities

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

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

Government and regulatory authorities

We engage proactively to ensure compliance and support effective policy and regulatory outcomes.

How we engage

- Approvals and development permits
- Dedicated meetings and consultation sessions
- Regulatory reporting (National Greenhouse and Energy Reporting (NGER), Modern Slavery Statement, Workplace Gender Equality Agency (WGEA) etc.)
- On-site inspections and audits
- Annual Report and ESG Report

NEXTDC's ESG Framework

	Our focus	Our vision	Material topics	UN SDGs
Responsible Governance	Trust and integrity Risk management Business ethics and transparency Cyber security and data privacy Sustainability-focused innovation Responsible sourcing	Be a trusted data centre provider that champions transparency and ethical conduct Maintain robust cyber security and data privacy Drive continuous innovation to sustainable scale	ESG Governance Cyber security and data privacy Business ethics and transparency Sustainability-focused innovation Responsible sourcing	8 DECENT WORK AND ECONOMIC GROWTH 5 GENDER EQUALITY
Protecting the Environment	Energy management Our emissions Water stewardship Waste and circularity	Aspire to a net zero future Reduce our emissions Optimise our water usage efficiency Build climate resilient infrastructure Divert our operational waste from landfill	Energy Management Climate Change and GHG emissions Water use and stewardship	7 AFFORDABLE AND CLEAN ENERGY 13 CLIMATE ACTION
Social Sustainability	Workplace health and safety Human capital development and management Attracting and retaining employees Diversity, equity and inclusion Community impacts, rights and interests	Create a safe environment at work Strengthen inclusion and diversity representation Invest in a high-performance culture Enhance customer experience Support our communities	Safety management and performance Employee relations and benefits Community impacts, rights and interests Diversity, equity and inclusion	3 GOOD HEALTH AND WELL-BEING

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 standards

All* our operational facilities are certified to ISO 9001 (Quality Management System), ISO 27001 (Information Security Management System), ISO 14001 (Environmental Management System) and ISO 45001 (Work Health and Safety Management System). Our certifications focus on the efficient operation and maintenance of our data centres and associated services.

ISO 9001:2015

Quality Management System Certification

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

ISO 27001:2013

Information Security Management System (ISMS) Certification

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

ISO 45001:2018

Occupational Health and Safety Management Systems

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

ISO 14001:2015

Environmental Management System Certification

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

Uptime Institute*

Tier III Certification of Design Documents

S1, M1, P1, PH1, NE1

Tier IV Certification of Design Documents

M2, B2, S2, P2, S3, M3, D1, A1

Tier III Certification of Constructed Facility

S1, P1, PH1, NE1

Tier IV Certification of Constructed Facility

B2, M2, S2, P2, S3, M3, D1, A1

Tier III Gold Certification of Operational Sustainability

S1, P1

Tier IV Gold Certification of Operational Sustainability

B2, M2, P2, S3, M3

*NEXTDC maintains organisational certifications to ISO 9001, ISO 27001, ISO 14001 and ISO 45001, with individual facilities added to the certification scope once they satisfy the requirements of the applicable audit program.

Green Building Index (GBI)

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

Climate Active Certified

NEXTDC has participated in the Climate Active program for its corporate footprint and for customers who have opted into the NEXTNeutral program, with the scope of certification detailed in the relevant Public Disclosure Statements (PDS). Post FY26, the Australian Government announced that the Climate Active certification program will cease from 30 June 2027 following a transition period. In light of the announced changes to the program, NEXTDC is currently reviewing its certification approach and participation through the transition period as part of its internal governance processes. NEXTDC will continue to meet its FY26 reporting obligations and consider how best to support existing NEXTNeutral customer arrangements through the transition, while also assessing its longer-term approach to carbon-neutral certification and related claims. Previous certifications and associated PDSs remain publicly available through the Climate Active website.

PCI-DSS

PCI-DSS is a proprietary information security standard for organisations that handle credit card transactions. Whilst NEXTDC does not, of itself, have the requirement to get certified for PCI-DSS purposes, as a data centre service provider, we do manage controls that form part of our customers' PCI-DSS requirements. All NEXTDC facilities are certified to PCI-DSS. The scope of NEXTDC's certification covers controls managed by NEXTDC as a data centre service provider (Physical Security and availability of data centres).

Certified Strategic under the Commonwealth Government's Hosting Certification Framework, administered by the Department of Home Affairs.

Uptime Institute Sustainability Assessment Award

M2 Melbourne was the first Data Centre in Asia-Pacific to be awarded in November 2024.

S2 Sydney was awarded in November 2025.

Service Organisation Control (SOC) Reports

NEXTDC has issued SOC1 Type 2 and SOC 2 Type 2 assurance reports for all its facilities. SOC 1 Type 2 Reports are issued to support our customers in their annual financial audits. It provides assurance on the controls at NEXTDC relevant to the internal controls over financial reporting (ICFR) for our customers. SOC2 assurance reports reflects NEXTDC's ability to meet the Trusted Services Criteria for Security, Availability, Processing Integrity, Confidentiality and Privacy. It examines how, as an organisation, NEXTDC designs and operates the controls in these areas.

FTSE4Good Index Series Constituent

NEXTDC has been a constituent of the FTSE4Good Index Series since December 2020. Managed by FTSE Russell, a London Stock Exchange Group company, this responsible investment index is designed to track the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. Inclusion in the index reflects NEXTDC's ongoing commitment to sustainability and transparency and supports the efforts of investors and market participants focused on responsible investment strategies.

Trade Associations and Organisations

NEXTDC champions sustainability through industry collaboration

We participate in data centre sector associations, seeking to shape climate change and energy policy frameworks. This collaboration allows us to share best practices, gain valuable insights, and contribute to a more sustainable future.

We are actively involved in the following industry associations and represent the data centre sector in achieving our business objectives:

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.

- Data Centres Australia
- 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
- 40:40 Vision









Responsible Governance

Trust and Integrity

ESG governance

The Board

At NEXTDC, we seek to ensure Board and executive leadership oversight, accountability, and integration of ESG factors into business strategy, risk management, and decision-making frameworks.

The Board Charter outlines the duties and responsibilities of the Board. The Board provides strategic direction, approves the overarching policies that shape our operations, and oversees their execution through regular engagement with executive leadership. It is supported by standing committees - the Audit and Risk Committee (ARC), Remuneration and Nomination Committee, and Investment Committee - each comprising non-executive directors, with access to independent experts where specialist insights are required. Audit and Risk Committee Charter, Remuneration and Nomination Committee Charter, and Investment Committee 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 ARC is the primary Board-level governance body for risk and ESG matters.

The majority of Board members are independent, and their skills and experience are assessed regularly against our Board Skills and Competency Matrix. While this remains below our target of achieving at least 40% female Board representation by 2030, we remain committed to fostering greater diversity and inclusion at all levels of the organisation. We understand the importance of good governance and have aligned with the ASX Corporate Governance Principles and Recommendations (4th Edition) during the year.

Further detail on our Board structure, functions and governance policies is set out in our Corporate Governance Statement, available on our website.

ESG Council

The ESG Council, established in 2024 and chaired by the Chief Risk Officer, coordinates NEXTDC's sustainability efforts across the business, bringing together senior representatives from Sustainability, Energy, Engineering, Compliance, Legal, Finance, People & Culture, Operations and investor-facing functions. Meeting bi-monthly, the Council tracks progress on ESG matters, identifies emerging risks and opportunities, and supports the integration of ESG considerations into decision-making. Matters examined by the ESG Council are reported to the ARC through regular ESG updates from the Head of Sustainability, via the CRO, enabling the Board to maintain informed oversight of ESG risks, strategy execution and assurance.

In FY26, the ESG Council held 5 meetings. During the year, the Council provided guidance on the preparation of NEXTDC's first Sustainability Report under AASB S2, progress towards achieving our Net Zero target, the findings of our Double Materiality Assessment in FY25 and the delivery of initiatives across our sustainability pillars.

Executive leadership forums

ESG matters are also considered in NEXTDC's monthly Executive Leadership Team meetings, and within each function's leadership forums - spanning climate strategy, energy and water management, safety performance, and people and culture programs - with outputs informing engagement with the Board and its Committees where relevant.

ESG-linked incentives

Executive incentives are directly linked to performance across key ESG and operational priorities. In FY26, our Short-Term Incentive framework incorporated defined sustainability metrics covering workplace health and safety, energy efficiency across operational facilities measured through PUE and completion of training addressing 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. Please refer to the Remuneration Report within the FY26 Annual Report for further breakdown of the incentive structure.

Legal and socio-economic compliance

NEXTDC maintains strong governance and internal controls to support compliance with legal and ethical obligations. Our sales and procurement processes are supported by a Board-endorsed Statement of Delegated Authority, with payments subject to dual sign-off. All employees and Directors complete Code of Conduct training at induction and annually, supported by governance policies available on our website.

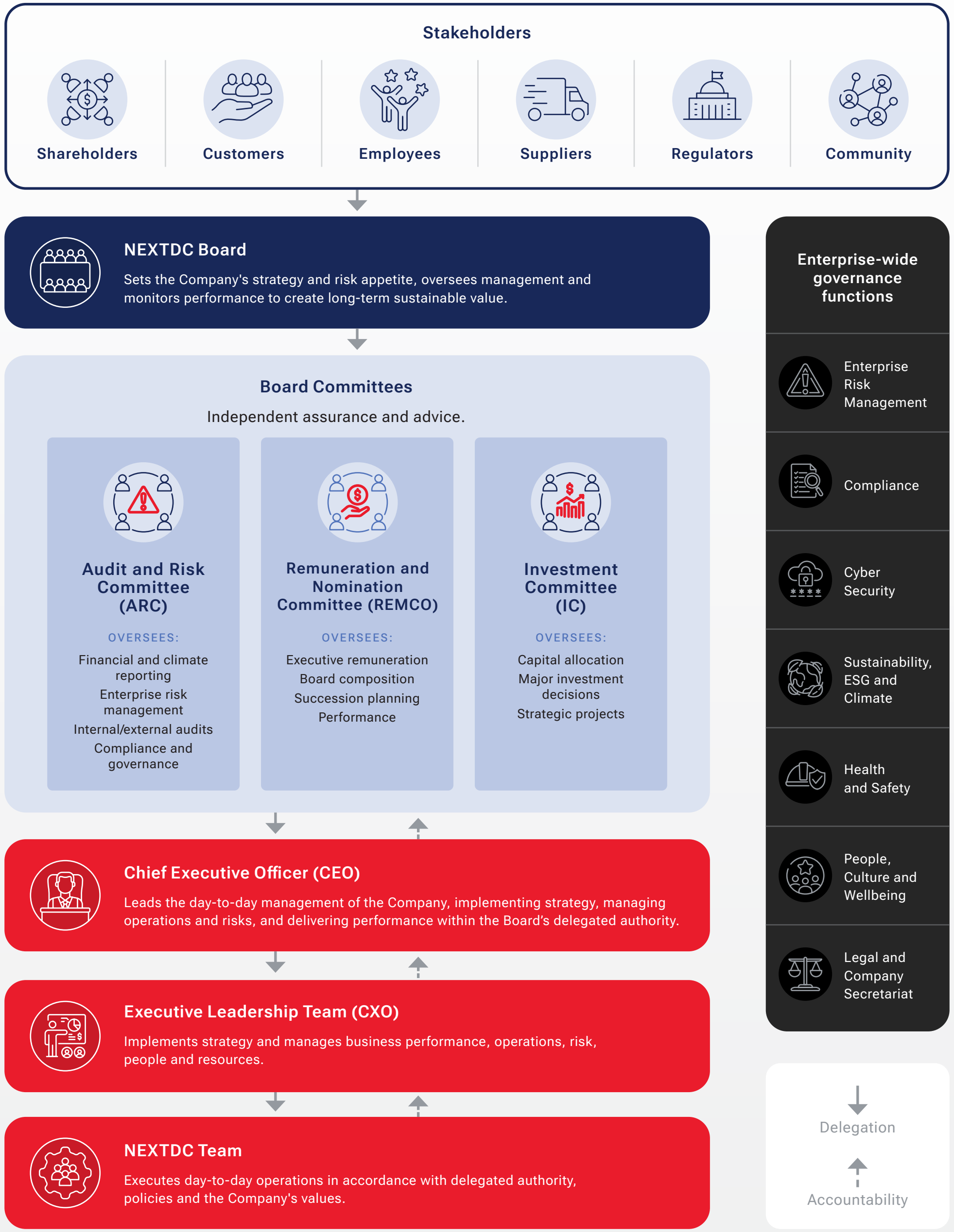
No instances of fraud have been reported since the Company's inception, and there were no fines or sanctions for non-compliance with labour laws or regulations in FY26.

Compliance with Labour law and sanctions

NEXTDC manages formal employee grievances in accordance with its Grievance Handling Procedure, which is designed to support fair, consistent and procedurally appropriate resolution in accordance with relevant workplace requirements.

Our Governance Framework

Our governance framework supports the safe, secure and reliable delivery of critical digital infrastructure while enabling sustainable growth across Australia and Asia.



Risk Management

NEXTDC's approach to risk management is designed to strengthen our organisational resilience, support strategic decision-making, and deliver long-term value. As Australia's leading data centre operator, we operate critical infrastructure that supports government, enterprise and cloud customers, making robust governance and disciplined risk management integral to our strategy and operations.

Our Enterprise Risk Management (ERM) Framework is aligned with ISO 31000 Risk Management Guidelines and is embedded across the organisation. The framework provides a structured and consistent approach to identifying, assessing, managing, monitoring and reporting risks that may impact the achievement of our strategic objectives. Risk management is integrated into business planning, operational decision-making, capital investment, project delivery and day-to-day operations, enabling informed decision-making and continual improvement.

ESG risks are integrated into the Framework, ensuring they are identified, assessed, monitored and managed alongside strategic and operational risks. The Board oversees the framework and sets the Company's risk appetite, supported by the ARC, which provides oversight of principal and emerging risks, internal controls, compliance and assurance. ESG-related risk, including climate change, environmental performance, workplace health and safety, cyber security, supply chain, human rights and regulatory compliance are reviewed regularly and integrated into business planning, decision-making and continuous improvement activities.

Operational resilience

Maintaining the resilience of our operations is critical to our customers and the broader digital economy. Operational resilience is supported through resilient facility design, redundant critical infrastructure, preventative maintenance programs, real-time monitoring, physical and cyber security controls, incident management, supplier oversight and business continuity arrangements. We continue to enhance our operational resilience capability through enterprise risk management, business continuity planning, disaster recovery, emergency response preparedness and assurance activities designed to strengthen organisational resilience and support critical service continuity.

Climate and sustainability risk

Climate-related risks and opportunities are integrated into our ERM Framework and are identified, assessed, monitored and managed alongside strategic and operational risks. This includes consideration of both the physical and transition impacts of climate change, together with opportunities arising from the transition to a lower-carbon economy.

With the introduction of mandatory climate-related financial disclosures under AASB S2, we enhanced our climate risk assessment processes to evaluate climate-related risks and opportunities across defined time horizons and climate scenarios, assess their current and potential financial impacts, and apply governance and reporting controls consistent with those used for financial reporting. This assessment was undertaken using our ERM Framework, ensuring climate-related matters are evaluated using consistent risk criteria while recognising the longer-term and scenario-based nature of climate risk.

Further information on our climate-related governance, strategy, risk management, scenario analysis and climate resilience is provided in the Sustainability Report within our FY26 Annual Report.

Assurance and continuous improvement

NEXTDC operates a coordinated assurance model comprising internal audit, external certification, customer assurance activities, regulatory compliance reviews and independent third-party assessments. This provides confidence that key risks are being effectively managed and that controls remain fit for purpose.

The Internal Audit and Assurance Plan is developed using a risk-based approach and approved annually by the ARC. Findings from audits, incidents, customer assurance reviews and compliance activities are tracked through to completion and used to strengthen controls, improve operational effectiveness and support a culture of continuous improvement. Through disciplined governance, proactive risk management and a strong focus on resilience, we continue to enhance its ability to manage uncertainty, protect critical infrastructure and deliver secure, reliable and sustainable digital infrastructure for our customers and stakeholders.

Enterprise risk themes

These enterprise risk themes represent the key areas of focus for the Board and management in delivering NEXTDC's strategy and long-term value.

The Board, with support from the Audit and Risk Committee, oversees the management of these risks within NEXTDC's risk appetite.

Capital and funding

Access to capital and funding on favourable terms to support our growth strategy and investment pipeline.

Cyber security

Protection of our systems, data and digital infrastructure from evolving cyber threats and attacks.

Energy

Reliable, affordable and sustainable energy supply to support our critical infrastructure operations.

Operational resilience

Maintaining service availability and business continuity through robust resilience, contingency and crisis management.

People

Attracting, developing and retaining the right talent to deliver our strategy and future growth.

Regulatory

Compliance with evolving laws, regulations and industry standards across our markets and operations.

Climate

Managing climate-related risks and opportunities to support the resilience and sustainability of our business.

Supply chain

Reliability of critical suppliers and partners to support delivery of our services and growth objectives.

International expansion

Successful execution and governance of our international expansion and market entry strategies.

These risk themes are reviewed regularly and inform our risk management priorities, decision-making and allocation of resources to create long-term sustainable value for stakeholders.

Business Ethics and Transparency

NEXTDC is committed to conducting business with integrity, accountability and transparency. Our governance framework supports compliance with applicable laws and standards, responsible decision-making and the maintenance of stakeholder trust.

To support our approach in this area, we have established two Codes of Conduct: one for all employees, and another for directors and senior executives. 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. Our approach is further supported by policies covering areas including anti-bribery and corruption, conflicts of interest, whistleblowing, human rights, supplier conduct, privacy, continuous disclosure, risk management, workplace health and safety, environmental sustainability and other key governance matters.

All employees, contractors and suppliers are expected to act ethically and professionally. Mandatory training defined escalation pathways and confidential reporting channels support awareness of expected behaviours and provide mechanisms for concerns to be raised. Our Board and management oversee relevant ethical and compliance risks and support a culture in which issues can be identified and escalated appropriately.

Anti-bribery and corruption

NEXTDC maintains a zero-tolerance approach to bribery and corruption. Our Anti-Bribery and Corruption Policy applies to directors, employees, temporary staff, contractors, suppliers, service providers and other third parties acting for or on behalf of NEXTDC.

Risk assessments, due diligence processes and targeted training are used to manage higher-risk activities, including procurement, business development and counterparty engagement. Internal controls are reviewed periodically to support ongoing compliance and to mitigate exposure to bribery, corruption and money-laundering risks.

NEXTDC does not make political donations or contributions to political parties, candidates or campaigns. Engagement with government and regulators is undertaken in a lawful and transparent manner.

To our knowledge, no legal proceedings were initiated, ongoing, or concluded against NEXTDC in FY26 in relation to breaches of anti-bribery or corruption laws.

Reporting integrity

NEXTDC's reporting practices are designed to meet applicable statutory and regulatory requirements and to support accurate, transparent and substantiated disclosure.

Sustainability claims are subject to internal review and are aligned to underlying data and supporting evidence. Where appropriate, aspects of NEXTDC's sustainability performance and disclosures are also subject to external assessment or assurance.

Cyber Security and Data Privacy

At NEXTDC, we seek to protect customer and company data by implementing robust security systems, ensuring compliance with privacy laws and expectations, and fostering a strong culture of security awareness across our people, systems and facilities.

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 cyber security, physical security, and regulatory compliance.

In FY26 our data privacy program includes data classification, encryption policies, and incident response testing in line with our Information Security Management System. In addition we conducted simulated cyber security breaches to test and strengthen our response and resilience.

Cyber security and information governance

We maintain a comprehensive cyber and information security management governance framework that aligns with ISO 27001 and complies with regulatory requirements, including 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 actively monitors for cyber threats, with 24/7 response capabilities. We conduct periodic third-party penetration testing, annual incident simulations, and mandatory cyber security training for all employees and contractors, reflecting our defence-in-depth mindset.

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

We 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, DR and Cyber programs are a cornerstone of our operational reliability, and we are committed to continually strengthening them.

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

This approach ensures we maintain the trust of our customers and support the security and continuity of their operations.

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 data which is safeguarded under strict privacy controls.

Customer data security and privacy management

Customers are responsible for managing their own data on their IT equipment and the security of their data. NEXTDC is committed to respecting and protecting the privacy rights of all individuals we interact 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. Our approach is underpinned by our Privacy Policy, which guides how we manage personal information that we collect, access, store, use, and disclose while operating our business.

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.

Physical security and data sovereignty

Keeping data safe starts with where it's stored. That's why we take data centre security seriously, implementing a robust, risk-based program that protects not just our infrastructure, but also the people and operations within it.

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.
- Certification by the Australian Government Hosting Certification Framework (HCF) 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 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 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.

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.

Sustainability-Focused 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:

Independently validating sustainability performance at S2

Following M2 Melbourne's recognition as the first data centre in Asia-Pacific to receive the Uptime Institute Sustainability Assessment Award, S2 Sydney became NEXTDC's second Australian data centre to achieve the award in FY26.

For S2, this was more than a desktop review. Uptime Institute undertook an on-site assessment over three days in October 2025, examining how sustainability is managed in practice across the facility. The assessment considers the environmental footprint of existing data centres across energy, greenhouse gas emissions, water and waste, including the management systems, data collection and operational practices that support performance.

Achieving the award provides independent recognition of the practices, operations and leadership demonstrated at S2 at the time of assessment. Importantly, the award is specific to the individual data centre, meaning each facility must demonstrate its own performance rather than relying on NEXTDC-wide policies or commitments.

For NEXTDC, applying the assessment across both M2 and S2 provides another way to test whether our sustainability approach is translating into day-to-day operational practice. It also gives our teams an external benchmark against which to identify improvement opportunities and strengthen the consistency of sustainability management across our operating portfolio.

For customers, independent assessment provides additional visibility of how the infrastructure supporting their operations is managed - particularly as energy, water, emissions and environmental performance become increasingly important considerations in procurement, reporting and infrastructure decisions.

Responsible Sourcing

Responsible sourcing refers to the processes NEXTDC uses to select, manage and monitor suppliers and contractors to uphold high standards of governance, environmental performance, human rights and safety throughout the supply chain.

Responsible sourcing is fundamental to how we manage risk, deliver sustainable infrastructure and create long-term value. As our business expands across Australia and Asia, we work closely with suppliers and contractors to uphold high standards of governance, environmental stewardship, human rights and workplace safety throughout our supply chain no matter their geographical location.

Responsible procurement

Sustainability considerations are embedded throughout our procurement and supplier management processes. Suppliers are assessed against a range of criteria, including safety, environmental performance, ethical business practices, quality, financial capability and information security. Our Supplier Code of Conduct sets the minimum standards expected of all suppliers and forms part of our broader approach to responsible business conduct.

We continue to engage with our suppliers to improve sustainability performance, strengthen resilience and address emerging risks, including climate change, resource availability and responsible sourcing of materials.

Human rights and modern slavery

NEXTDC has zero tolerance for modern slavery and is committed to respecting internationally recognised human rights across our operations and supply chain. Our approach is guided by our Human Rights Policy and Modern Slavery Statement, aligning with the Modern Slavery Act 2018 (Cth) and the UN Guiding Principles on Business and Human Rights.

Modern slavery risk management is embedded throughout our procurement processes through supplier due diligence, risk assessments, self-assessment questionnaires and ongoing supplier engagement. We apply a risk-based approach, with enhanced oversight of higher-risk sectors and geographies, including construction activities in Malaysia where the use of migrant labour is more prevalent. Where potential modern slavery risks or gaps are identified during our due diligence process, we work collaboratively with suppliers to address them promptly through corrective actions, ongoing engagement and continuous monitoring.

Building awareness across our workforce is a key part of our approach. All employees are required to complete mandatory Modern Slavery training to help identify, understand and respond to potential risks within our operations and supply chain. We continue to drive participation and reinforce our expectations through ongoing education and engagement with both employees and suppliers.

We complied with the requirements of the Modern Slavery Act 2018 and submitted our Modern Slavery Statement in December 2025. No cases of modern slavery were identified in our supply chains during the year.

Supplier performance and collaboration

Strong supplier relationships are essential to delivering resilient and sustainable digital infrastructure. Through our Third-Party Risk Management Framework, we assess and monitor suppliers throughout the procurement lifecycle, considering risks related to governance, cyber security, information security, financial resilience, environmental performance, human rights and operational capability.

This risk-based approach is complemented by regular performance reviews, assurance activities and ongoing engagement with suppliers, enabling us to drive continuous improvement, strengthen ESG outcomes and build a resilient and responsible supply chain.

Our progress in action

99.4%

Modern slavery training completion rate FY26

Modern slavery training is mandatory for all employees. In FY26, we achieved a 99.4% completion rate.

We continue to drive participation and strengthen awareness.

0

Confirmed instances of modern slavery FY26

No confirmed instances of modern slavery were identified within NEXTDC's operations or supply chain.

We remain committed to upholding human rights across our business and supply chain.

Protecting Our Environment

Energy Management

NEXTDC actively manages energy usage and improves energy efficiency across all operations. We leverage reliable grid-supplied electricity and closely monitor energy performance metrics throughout the lifecycle of our facilities - from design and engineering to operations and ongoing optimisation. Our approach is guided by our Environmental Sustainability and Energy Policy, which outlines our commitments to responsible energy management.

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 backup and mechanical infrastructure.

NEXTDC draws electricity from the local grid and, where feasible, incorporates renewable energy from on-site solar generation. We continue to explore renewable energy options, investigating sources of green power and the procurement of renewable energy to support the decarbonisation of our electricity supply. Our facilities are designed to integrate seamlessly with renewable energy opportunities. Our solar photovoltaic systems at S1, P1, M1 and SC1 collectively generated approximately 755,034 kWh of clean electricity in FY26, entirely consumed on site. In addition, several of our facilities offer electric vehicle (EV) charging stations, available free of charge to all users.

In FY26, NEXTDC commenced two technology trials aimed at improving operational efficiency. In partnership with Phaidra, NEXTDC initiated a proof-of-concept for AI-assisted cooling optimisation at S2 (Sydney) and M3 (Melbourne). The technology uses machine learning to analyse operating conditions and provide Facility Operations teams with insights to optimise cooling set-points and airflow distribution in real time, with the objective of improving energy efficiency under live operating conditions

Separately, NEXTDC is trialling an AI-enabled Data Driven Maintenance (DDM) platform at M1 (Melbourne), designed to support the management and optimisation of large-scale data centre infrastructure. The platform analyses real-time and historical operational data to identify equipment anomalies, enables operators to interrogate infrastructure data through a conversational interface, and can integrate with other technology platforms to support equipment performance and power efficiency. Learnings from both trials will inform evaluation of broader deployment opportunities across the portfolio, including new facilities where AI-enabled optimisation can be incorporated from commissioning.

NEXTDC's historical PUE performance at M1 and S1 supported the achievement of a first-in-industry 5-star NABERS rating for data centre efficiency, while P1 achieved a 4.5-star rating. Several other facilities across the portfolio, including B2, S2, S3, S6, M2, M3, P1 and P2, have also been designed with annualised PUE targets aligned to a 5-star rating.

The certification periods for M1, S1 and P1 have now lapsed. In considering recertification, NEXTDC is taking a measured approach that reflects current customer deployment activity, IT load ramp-up and site expansion. As these factors can materially influence energy performance, recertification will be progressed when operating conditions are sufficiently stable to provide a representative view of ongoing site performance.

During FY26, NEXTDC also completed internal NABERS Energy audits and assessments across additional sites. While these have not yet been submitted for formal rating, the results provide greater visibility of site energy performance and will inform the timing and sequencing of future certifications across the portfolio.

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 & 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.

Reliable supply of energy

NEXTDC's infrastructure hinges on ensuring 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 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 Uptime-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 (such as solar PV, battery storage and 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.

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. It excludes all sites commissioned during FY26, including KL1.

Power Usage Effectiveness (PUE)[1]

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.

PUE is our core metric for monitoring performance on energy management. It reflects the ratio of a facility's total power consumption to the usable power delivered to customer equipment; a lower PUE signifies more efficient energy use.

In FY26, total electricity consumed across our operational sites reached 641,115 MWh, and our average PUE across operational Australian facilities was 1.49. PUE increased as expected from FY25 due to the handover of data halls to customers where cooling equipment runs in advance of IT rack deployment. The reduction of IT load at legacy facilities and the high volume and construction, commissioning and testing activities at our sites also contributed to a rise in our PUE. We expect customers to deploy their IT equipment faster than ever in FY27, which should push down fleet level PUEs. The fluctuation in PUE reflect the dynamic nature of the deployment and high growth phase we are in as a business.

PUE 1.49

Case study:

Reducing reliance on diesel during construction

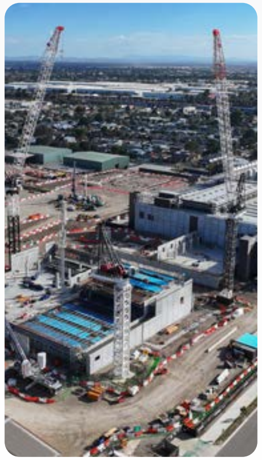
M2 and M3 are providing opportunities to test how construction activities can progressively move away from conventional diesel-powered plant and equipment.

Kapitol is working with plant and equipment suppliers to identify and prioritise electric alternatives where they are technically suitable for project requirements.

Battery Energy Storage Systems (BESS) are also being explored as an alternative to relying solely on larger diesel generators for temporary construction power. Battery systems can be progressively charged from the grid or smaller generation sources and then provide the higher power output required during periods of peak demand.

Portable battery systems have also been trialled to understand where smaller electric alternatives may replace conventional equipment. While not every technology trial has proven suitable, these trials are helping build practical understanding of where electrification can be incorporated into future construction activities.

At M3, BESS units were used to support tower crane operations during Stages 2 and 4, demonstrating how battery storage can reduce reliance on larger diesel generators for high-demand construction activities.



Climate Change and GHG Emissions

NEXTDC is committed to measuring, managing and reducing our greenhouse gas emissions. Our approach combines efficient infrastructure design and operations, the transition to lower-emissions energy sources, and robust measurement and reporting of our emissions, underpinned by our Environmental Sustainability and Energy Policy commitment to reducing GHG emissions.

The Board maintains strategic oversight of our climate-related performance and approves our targets, supported by regular reporting from the ESG Council, which monitors progress and ensures alignment with our ESG strategy and compliance obligations, including ISO 14001.

For further information on the climate-related risks, opportunities, scenario analysis, and metrics and targets relevant to our approach to climate change and energy management, refer to our Sustainability Report (containing our climate-related financial disclosures prepared in accordance with AASB S2), forming part of NEXTDC's FY26 Annual Report.

We measure and report:

- **Scope 1 GHG emissions:** direct emissions from sources under NEXTDC's operational control, principally diesel used for backup generation, fuel consumed by corporate fleet vehicles and refrigerant losses from cooling systems.
- **Scope 2 GHG emissions:** indirect emissions associated with purchased electricity. In accordance with the GHG Protocol, electricity consumed by heating, ventilation and air-conditioning systems and other shared facility infrastructure owned and operated by NEXTDC is included within our Scope 2 boundary. Electricity attributable to customer IT equipment is treated as electricity supplied to end users and is excluded.

In FY26, NEXTDC facilities consumed approximately 1,665 kL of diesel and 641,115 MWh of electricity.

Our Net Zero target

In FY26, the Board approved NEXTDC's target to achieve Net Zero Scope 1 and Scope 2 greenhouse gas emissions by 2050. The target applies to emissions within NEXTDC's Scope 1 and Scope 2 reporting boundary and does not extend to electricity attributable to customer IT equipment, which is treated as electricity supplied to end users.

Scope 2 emissions represent the largest component of NEXTDC's Scope 1 and Scope 2 emissions profile and are expected to be a key focus of our emissions reduction pathway. The pace of decarbonisation will depend on factors including electricity-market conditions, access to renewable electricity, technology innovation and contractual energy arrangements.

Scope 1 emissions, which primarily arise from diesel used for backup generation and operational resilience, are more challenging to abate. NEXTDC will continue to assess lower-emissions fuels, alternative backup power solutions and emerging technologies as their technical suitability, reliability, availability and commercial viability develop.

NEXTDC is developing a Climate Transition Plan in FY27 to further define our emissions reduction pathway, including key assumptions, dependencies and potential interim milestones. Please refer to the Sustainability Report for further detail.

Carbon Usage Effectiveness (CUE)

To track the carbon intensity of our operations, we monitor our CUE, a metric that measures the volume of CO_2 emissions per unit of IT energy consumption. In FY26, we recorded a CUE of 1.10. The year-on-year movement reflects changes in load and reporting boundary mix, partly offset by a cleaner grid mix in New South Wales and Victoria, where an increased share of renewables has contributed to lower state-based emissions factors.

CUE 1.10

FY26 GHG emissions snapshot

Scope 1 emissions

GHG emissions

5,844 tCO_2-e

Direct emissions from sources under NEXTDC's operational control.

Principal sources:

- Diesel used for backup generation
- Fuel consumed by corporate fleet vehicles
- Refrigerant losses from cooling systems

Scope 2 emissions

GHG emissions (location-based)

162,163 tCO_2-e

Indirect emissions associated with purchased electricity.

Emissions source:

- Electricity used by HVAC systems
- Electricity used by shared facility infrastructure

Case study:

M3 and M2 - reducing embodied carbon through lower-carbon materials

M3 Data Centre in West Footscray has an internal project goal to reduce embodied carbon by 20% across Stages 2 and 4 compared with Stage 1. Stage 1 provides the project baseline against which improvements and performance are measured.

To support this goal, Kapitol has focused on some of the highest-impact construction materials - concrete, reinforcing steel and asphalt - combining design optimisation, lower-carbon material procurement and carbon-informed quality processes.

By embedding these requirements into existing design, procurement and delivery processes, Kapitol has worked collaboratively with NEXTDC, the design team, suppliers and trade partners to identify practical opportunities to reduce embodied carbon while balancing cost, programme and technical requirements.

Stages 2 and 4 are currently tracking at an approximately 27% reduction in embodied carbon compared with the Stage 1 baseline, exceeding the 20% goal. This demonstrates how clear project goals and material specifications can translate sustainability objectives into measurable outcomes.

Lower-carbon concrete

Concrete is a significant contributor to upfront embodied carbon, making concrete mix design and procurement an important focus for the project.

Carbon intensity limits were established for concrete mixes used on M3. For example, 40 MPa concrete is limited to 325 $kgCO_2$-e/m³, compared with approximately 468 $kgCO_2$-e/m³ for a conventional S40 mix, representing an estimated reduction of around 31% per cubic metre.

Kapitol worked with suppliers and trade partners to consistently source concrete mixes capable of meeting these requirements, creating measurable and auditable carbon savings across one of the project's highest-impact materials.

Lower-carbon reinforcing steel

Reinforcing steel was also identified as a significant contributor to the project's embodied carbon footprint.

The project has prioritised reinforcing steel produced using electric arc furnace (EAF) technology, which has a lower carbon intensity than conventional alternatives. Procurement decisions are supported by Environmental Product Declarations (EPDs), helping the project assess material performance and support progress toward the overall embodied carbon reduction goal.

More circular asphalt

Asphalt is a high contributor to embodied carbon as conventional mixes rely on virgin aggregate, natural sand and virgin binder which is a carbon intense production. Kapitol has set asphalt minimum recycled-content and material substitution expectations to reduce reliance upon virgin material production and explore opportunities for mixes containing recycled soft plastics (TonerPlas) to further reduce emissions.

M3 adopted a minimum standard for different types of asphalt types, so all different types are aligned, for example including RAP content targets of 20–25% by mass for Type L and 10–15% for Type V. If possible with design requirements, the recycled content can be larger than what is prescribed above.

Our targets supported further reductions in virgin material demand through recycled crushed glass sand as a replacement for natural sand, and through reducing virgin binder using crumb rubber or alternatives such as TonerPlas. This specific asphalt target delivered a more circular and lower-carbon asphalt outcome by replacing virgin inputs with verified recycled alternatives across both aggregate and binder components.

In a similar essence to M3, the M2 Data centre project at Tullamarine is actively reducing its embodied carbon footprint wherever possible, often via the use of various lower carbon construction materials. With concrete being a major contributor of upfront embodied carbon, Kapitol facilitated the design, review and approval of a variety of low-carbon concrete mix designs, being used for various slabs and the precast panels. The mix designs target upfront embodied carbon savings in excess of 30% per cubic meter, before considering reinforcement and structural steel. Kapitol continue to work closely with trade partners and the supply chain to procure low-carbon concrete mixes that meet the project specifications.

Water Stewardship

Water plays a vital role in NEXTDC's operations, acting as the primary medium for heat transfer in our water-based cooling systems. Managing this essential resource requires careful planning, investment, and governance - particularly as climate variability, water stress, and regulatory expectations intensify. NEXTDC strives to manage water use across data centre operations by improving efficiency, reducing potable water withdrawal, and protecting water resources.

Water stress is an identified climate-related risk for NEXTDC. Our approach to assessing and managing this risk is disclosed as part of our climate-related risks and opportunities in the **Sustainability Report** within our FY26 **Annual Report**.

Designing to site: the energy–water trade-off

Cooling-system selection involves an inherent trade-off between energy and water. Water is an effective heat-transfer medium because of its high specific heat capacity and, in evaporative systems, its ability to absorb substantial heat as it changes phase. This can enable heat to be removed more efficiently and with lower fan and compressor energy, supporting a lower PUE. However, water-based cooling can increase demand on local water resources. Air-cooled systems reduce or avoid operational water consumption but generally require more energy to reject the same heat load, particularly in warmer climates.

Rather than applying a uniform cooling standard across our portfolio, NEXTDC evaluates this trade-off for each site, considering local climate, water availability and security, energy supply, operating conditions and infrastructure constraints. At our Malaysia facility, for example, we selected air-cooled chillers in response to local water constraints. While this results in a higher energy requirement than an equivalent water-cooled system, it reduces pressure on a constrained local resource. This design-to-site approach means our energy and water performance reflects deliberate engineering decisions about where water-based cooling is appropriate and where lower-water alternatives provide a better overall outcome.

Across our operations, NEXTDC applies Environmentally Sustainable Design and Water Sensitive Urban Design principles to reduce reliance on potable water, support water reuse and recycling, and better manage stormwater flows and water quality. Our facilities are designed to withstand flood events, or a 1% annual exceedance probability, and incorporate site-specific drainage, detention and emergency-response infrastructure.

Measures across the portfolio include a 50,000-litre rainwater capture and treatment system at S3, supplying toilets, irrigation and end-of-trip facilities; stormwater retention basins, vegetated swales and rain gardens, and treatment systems at key sites to capture runoff and remove pollutants before discharge. External fuel-fill points at P1, B2, S4 and S5 also incorporate diesel containment systems to reduce the risk of contamination entering local waterways. We continue to assess opportunities to integrate alternative water sources, improve reuse and reduce demand on municipal potable-water supplies.

Operational water management

In FY26, NEXTDC consumed approximately 939.70 ML of water across its data centre portfolio, with an average WUE of 2.40. Higher water consumption during the year reflected a combination of portfolio growth and increased activity across operational, expansion and commissioning projects. FY26 also involved significant reconciliation and validation of water data, including investigation of isolated leaks, utility meter anomalies and differences between site and utility records. This work has improved visibility of water use across the portfolio and identified opportunities to strengthen metering, monitoring and data quality.

As the portfolio expands, NEXTDC is strengthening water controls and data quality, particularly at larger sites with multiple supply feeds. FY27 priorities include improving metering and digital integration, developing site-level water balances, undertaking targeted audits and improving the distinction between expected evaporative losses and potential leaks or inefficiencies.

Water Usage Effectiveness (WUE)

In FY26, NEXTDC consumed approximately 940 ML of water across its data centre portfolio.

WUE 2.40

At Malaysia, we designed to the local climate and water security constraints and selected air-based cooling systems.

Case study:

Building environmental controls through construction

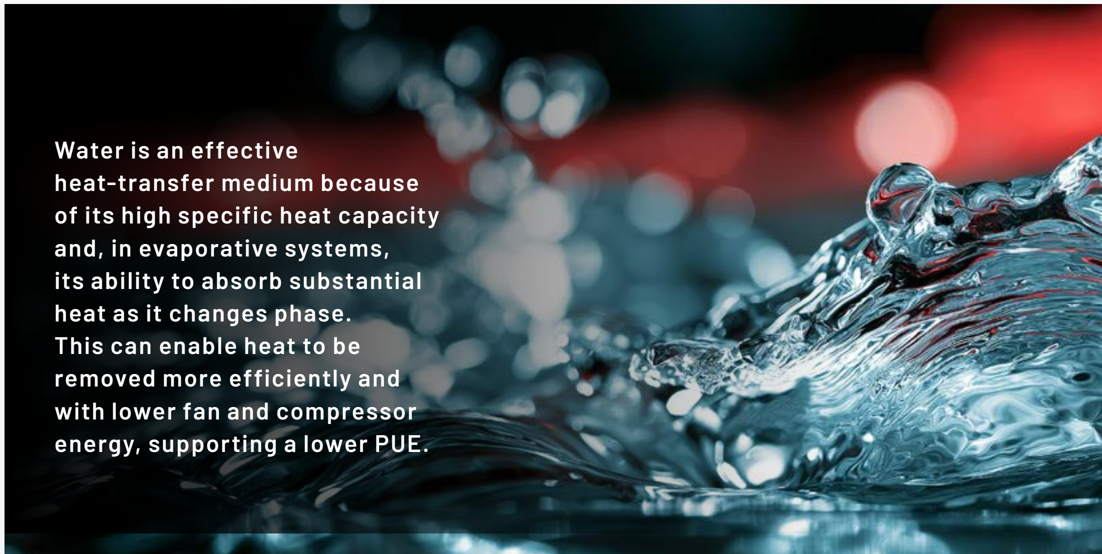
Environmental controls are increasingly being considered as part of the early establishment and sequencing of our construction sites, helping manage environmental impacts throughout delivery rather than relying solely on controls introduced later in the program.

On a typical construction site, temporary haul and access roads may initially comprise compacted soil or crushed rock/roadbase. With repeated heavy-vehicle movements and wet weather, these surfaces can deteriorate, creating mud, loose sediment and additional maintenance requirements.

Across our construction program, Multiplex has sought to strengthen these controls from the early stages of site establishment. This has included the early installation of onsite detention (OSD) infrastructure and temporary stormwater controls, allowing runoff to be managed earlier in the construction program.

Multiplex has also introduced TrexLok ground-stabilisation paving on construction roads. TrexLok uses an interlocking grid to hold road material in place and create a more stable, durable and permeable trafficable surface. Compared with conventional unsealed temporary construction roads, this can help reduce surface deterioration, mud, erosion and the movement of loose sediment during rainfall, while still allowing water to drain through the pavement.

Together, these measures demonstrate how water and stormwater considerations are being incorporated into construction sequencing and site establishment, supporting NEXTDC's broader approach to water stewardship and responsible environmental management.



Waste and Circularity

NEXTDC applies the waste hierarchy to reduce consumption, improve reuse and recovery, and keep materials in circulation for longer.

In FY26, we achieved a landfill diversion rate of approximately 72%. The change primarily reflects improved waste classification, more granular supplier data and stricter downstream acceptance criteria. Some materials previously recorded as recyclable are now being partially redirected to landfill or bioreactor landfill due to contamination, processing constraints and limited end-market demand.

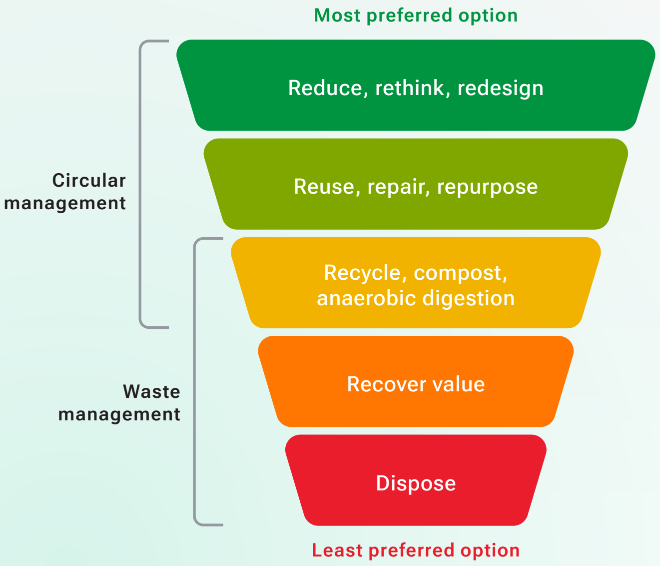
Higher customer density, retrofits and equipment upgrades have also increased packaging volumes and made source separation more complex. These insights are helping us strengthen waste handling, contractor oversight and the accuracy of our reporting baseline.

Our current focus is on improving segregation, data quality and shared accountability through:

- site audits, colour-coded bins, waste education and internal waste champions
- stronger contractor reporting and data centre-specific conversion factors
- banning e-waste from general waste streams
- working with customers to improve packaging recovery and e-waste recycling

Looking ahead, we are shifting beyond diversion alone by increasing the use of lower-impact materials, exploring recovery of valuable metals and e-waste components, and identifying opportunities to return recovered materials to productive use.

The Waste Hierarchy



Case study:

Keeping construction materials out of landfill

Strong material segregation and resource recovery practices by our construction partner, Kapitol, are helping reduce construction waste sent to landfill across our M3 and M2 projects. Since waste tracking commenced at M3 in October 2024, approximately 2,684 tonnes of construction waste has been managed, with a cumulative 94.7% diversion from landfill. During 2025, the project achieved diversion rates above 95% for seven consecutive months.

At M2, the project has achieved a 93% project-to-date diversion rate, with only around 7% of construction waste directed to landfill. At KL1 in Kuala Lumpur, our construction partner Pembinaan Mitrajaya recycled 82.72% of construction waste.

These outcomes have been supported by the separation and recovery of high-volume construction materials including concrete, timber and metals, together with established site waste-management practices and collaboration with subcontractors and waste contractors.

M2 and M3 have also introduced Container Deposit Schemes, allowing eligible containers to be separately collected and recycled and providing improved visibility of material recovery volumes.

Case study:

Keeping materials in use - recycled and reused construction materials

Beyond diverting waste from landfill, NEXTDC and our construction partners are identifying opportunities to reuse materials onsite and substitute virgin resources with recycled alternatives.

At M3, approximately 13,000 tonnes of recycled crushed concrete has been used in place of quarried material for external thoroughfares, crane bases and piling platforms. Using recycled concrete provides a productive second life for demolition material while reducing demand for virgin quarried resources. It can also reduce impacts associated with material extraction and transportation.

Across our S4–S7 developments, Multiplex has also facilitated the reuse of nearly 90,000 m³ of fill, retaining excavated material within our construction program rather than treating it as waste requiring disposal or replacement.

Other initiatives across projects include the reuse of suitable excavated soil and the use or trial of products such as environmental erosion and sediment controls manufactured from biodegradable coconut husk and wheel stops incorporating recycled rubber.

At KL1, the ready-mixed concrete supplied to the project incorporates pre-consumer recycled content in the form of pulverised fly ash and quarry fines, with supplier declarations confirming raw materials were sourced within Malaysia. Reinforcement steel used on the project contains approximately 85% recycled material, predominantly post-consumer scrap, per the supplier's recycled-content declaration. The project team has also run a 'Say No to Single-Use Plastics' campaign, prohibiting single-use plastics across KL1 project sites and encouraging reusable containers. These initiatives support the project's Green Building Index (GBI) Certification commitments, building on KL1's GBI Platinum design rating.

~90,000m³
fill reused across S4-S7

~13,000 tonnes
recycled crushed concrete used at M3

Social Sustainability

Workplace Health and Safety

Our people remain 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 focused culture, we go beyond compliance to seek to lead in safety.

Safety management and performance

Safety remains our 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 2.2 per million hours worked. Whilst this is an increase on the prior year, this reflects two relatively minor injuries amongst a workforce of more than 500 personnel, including employees and embedded contractors. This is still a lower rate than our industry benchmark, the telecommunications and data processing services sector. However, it is two injuries too many and we have accelerated programs to improve our performance in FY27.

Our construction safety performance for FY26 remained well ahead of comparable industry benchmarks with an LTIFR of 0.3, and a TRIFR of 3.5. This continuing strong performance reflects the maturity of our safety assurance programs and the high performance of our construction partners, NEXTDC development teams and construction safety advisors, and support from our independent safety experts across all our major projects.

Governance

Our approach to WHS governance is built on clearly defined systems for identifying, managing, and mitigating risk across construction, maintenance, and operational activities, underpinned by robust contractor controls, site-level safety protocols, proactive risk assessment, and training calibrated to our operational risk profile. This year we have improved our National Operational Excellence (NOE) audit protocol to include a risk ranking of control gaps against our risk registers. This ensures greater urgency is placed on gaps in the controls that manage our key risks.

Oversight of WHS performance and emerging risks sits with the Board Audit and Risk Committee, which is briefed regularly on key risks, control frameworks and improvement plans. This is supported by monthly CXO reporting and at a site level, supported by a WHS Committee that convenes monthly, drawing on frontline insight from site-based Health and Safety Representatives (HSRs) who help identify and manage emerging risks before they escalate.

A strong safety culture is reinforced through sustained leadership engagement and a continuous improvement mindset. This includes bi-monthly CEO briefings, our Senior Leadership Interactions program which sees executives on-site on a regular basis, and ongoing dialogue with regulators and industry bodies as needed. Visible executive presence, including CEO town halls and site visits, keeps WHS front-of-mind across the organisation.

Framework and risk management

NEXTDC holds ISO 45001:2018 - *Occupational health and safety management systems* accreditation with regular independent audits confirming ongoing alignment with relevant legislation. This certification underpins our "Plan-Do-Check-Act" cycle, which drives continuous improvement across every part of our operation.

Employee health and wellbeing is supported through a range of initiatives, including free flu vaccinations, skin checks, health monitoring, ergonomic assessments and training, and round-the-clock access to mental health and safety support. We now have 58 accredited Mental Health First Aid Officers to support our team and will be undertaking a further mental health and psychosocial safety assessment in FY27 to re-benchmark our performance.

Our Engineering and Design Lessons Learned Register plays a central role in embedding continuous improvement into how we design and build. Drawing on more than a decade of design, construction, and operational experience across our data centres, it's reviewed systematically by project teams through our Safety in Design process, translating past learnings into practical, engineering-led solutions for future builds. Good practice and near miss learnings are regularly shared around our construction partners to continue improving the performance across our whole development portfolio.

Case study:

Pre-cast panel end wall edge protection

As part of our commitment to eliminating fall risks at the source rather than managing them procedurally, our construction partner Multiplex trialled an innovative edge protection methodology during construction of the B2 Stage 2 building.

Traditionally, protecting exposed floor edges as a building rises level by level has required either additional external scaffolding, or engineered edge protection railings that must be installed and then removed each time a new level is added, both of which carry their own installation, removal, and interim-exposure risks.

For this trial, pre-cast concrete wall slabs were installed *before* the above floor slabs were poured, positioned to allow a 2-metre overlap to the next level. This effectively converts a structural element designed as part of the build, as edge protection during the build phase, removing the need for temporary railing or scaffolding at that location.

By designing the sequencing so a permanent structural element does double duty as a fall-prevention control, the trial removed a recurring install/remove cycle and the working at heights exposure risk that comes with it, without adding a separate work activity. We are working with Multiplex to assess where this methodology can be repeated across future projects.

Case study:

MATES in Construction

MATES is a national Australian charity, owned by industry stakeholders, established in 2007 to address high rates of suicide among construction workers through awareness, case management and postvention support.

This year, one of our construction partners took this further, achieving recognition as a MATES Accredited Site. This accreditation requires that more than 80% of the site team have completed general mental health awareness training, and at least 5% of the team have completed the more advanced half-day Connector Training course, equipping them to identify and support workmates at risk.

Supporting mental health awareness and suicide prevention across our teams and our construction partners is a direct extension of our goal of zero injuries, recognising that psychological harm is as material a risk as physical harm. We will continue to encourage our other major project partners to pursue MATES Accredited Site status.

Emergency preparedness: safeguarding our people and operations

Being ready to respond effectively when things go wrong is fundamental to keeping our people safe and our operations running. Every site works to a detailed, site-specific emergency management plan covering scenarios such as fire, severe weather, and security incidents, with each plan reviewed and refreshed in line with regulatory requirements, industry standards, and the lessons we take from drills and real events. This is reinforced by integrated building management and security systems that deliver real-time alerts and enable remote monitoring of equipment, helping us detect and respond to incidents faster, with insights from drills and incidents feeding back into how we refine our procedures and training.

Personnel in key roles receive specialised training, including first aid, chief warden duties, and low and high-voltage emergency response, so qualified people are on hand when needed. We put our teams through regular drills and scenario-based exercises, so response capability is tested under conditions that reflect actual incidents. These drills include our customers and contractors to ensure all personnel can safely respond if an emergency occurs on any of our sites or development projects.

Strong working relationships with local emergency services support fast, coordinated communication when incidents occur. We invite local emergency response service providers to visit our sites at least annually so they can remain familiar with our site risks, access controls and installed fire detection and suppression systems.

Climate-related risk, including flood, bushfire, and cyclone exposure, is built into our emergency planning as standard, ensuring our sites are prepared to manage these events as they arise.

Health, safety and wellbeing

Supporting the health, safety and wellbeing of our people is fundamental to NEXTDC's culture and extends beyond our commitment to workplace health and safety. We take a holistic approach to employee wellbeing, recognising that physical, mental, financial and social wellbeing all contribute to a healthy, engaged and high-performing workforce.

Our wellbeing programs promote early intervention, education and access to support through a range of initiatives designed to help employees thrive both at work and in their personal lives. These include flexible working arrangements, a dedicated Viva Engage wellbeing community, regular educational resources and an annual calendar of wellbeing events and expert-led webinars covering topics such as mental health, resilience, nutrition, financial wellbeing and productivity.

Since 2022, NEXTDC has partnered with Sonder to provide employees and their immediate families with 24/7 access to confidential medical, mental health, safety and wellbeing support. Through the platform, employees can connect with qualified professionals via phone or live chat, access self-guided wellbeing resources, and utilise features such as Check on Me and Track My Journey for additional peace of mind and personal safety.

Throughout FY26, we continued to promote wellbeing through targeted awareness campaigns, educational sessions and initiatives encouraging positive mental health practices across the organisation. We also expanded our network of trained Mental Health First Aid Officers, strengthening peer support and helping foster a culture where employees feel safe to seek help, support one another and have open conversations about mental health.

By embedding wellbeing into our everyday culture, we aim to create an environment where our people feel supported, connected and empowered to perform at their best.

Health and wellbeing sessions

Recognising the importance of health and wellbeing, NEXTDC continued to provide education and support on topics that are often underrepresented in the workplace. During the year, Dr Michelle Woolhouse delivered a session on Whole Person Care & Hormonal Health, providing practical insights into hormonal wellbeing, healthy ageing and strategies to support overall physical and mental health. By creating opportunities for open conversations and increasing awareness, we continue to foster an inclusive workplace where employees feel informed, supported and empowered to prioritise their wellbeing.

Further supporting Health and Wellbeing, this year we increased our focus on men's health by raising awareness of the unique physical and mental health challenges experienced by men and encouraging open conversations about wellbeing.

As part of Men's Health Week, we partnered with wellbeing specialist Sam Eddy to deliver educational sessions on *Men's Mental Health - Awareness, Identity & Connection* and *Men's Physical & Mental Wellbeing - Managing Stress from the Inside Out*. These sessions explored practical strategies for recognising the signs of stress, building resilience, strengthening social connection and supporting overall wellbeing.

By creating opportunities for open dialogue and education, we continue to foster a workplace where our people feel supported to prioritise their health, seek help when needed and contribute to a positive and inclusive culture.

Mental Health First Aid

NEXTDC is proud to have maintained Skilled Workplace status under the Mental Health First Aid (MHFA) Australia Workplace Recognition Program since 2022, recognising our ongoing commitment to fostering a mentally healthy and supportive workplace.

Our network of 58 accredited Mental Health First Aid Officers (MHFAOs) across Australia and Malaysia provides accessible, peer-based support for employees, helping to promote early intervention, reduce stigma and encourage open conversations about mental health.

During FY26, we continued to strengthen awareness of the program by introducing our MHFAOs to their local teams through an employee spotlight series. By sharing their personal motivations for becoming MHFAOs, practical wellbeing tips and guidance on how colleagues can seek support, we have helped make mental health support more visible, approachable and embedded within our workplace culture.

Mindfulness in May

Throughout May, our Mindfulness in May campaign encouraged employees to incorporate simple mindfulness practices into their daily routines. Weekly Viva Engage activities highlighted the benefits of mindfulness, including reducing stress, improving focus, enhancing creativity and supporting overall wellbeing, while interactive challenges encouraged employees to reflect, connect and build lasting healthy habits.

Supporting the wellbeing of our people

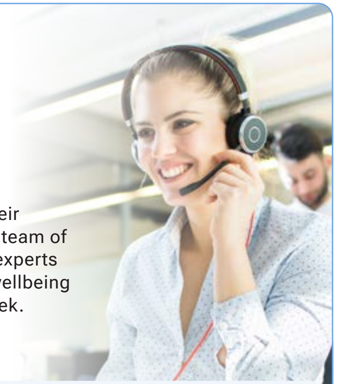
We are committed to helping our people thrive – physically, mentally and emotionally.

Health and wellbeing benefits

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

- Corporate Health Cover and Health Assessments
- Hospital Excess Reimbursement
- Dental Benefits in Malaysia
- Optical Benefits in Malaysia
- Annual Flu Vaccinations
- Health & Mindfulness Webinars
- Healthy snacks, fruit and meal options

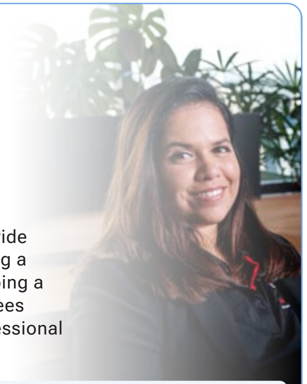
24/7 wellbeing support



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

Sonder

Mental Health First Aid Officers



Our accredited Mental Health First Aid Officers (MHFAO) 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.

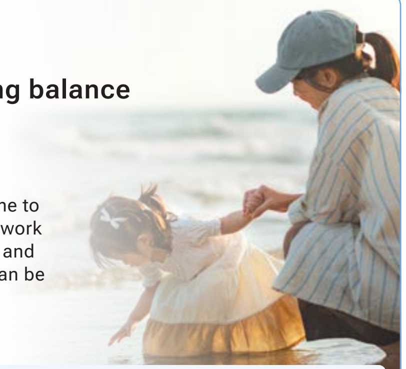
58 accredited MHFA officers

Viva Engage community

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

Viva Engage

Finding balance



It's important to find the time to completely switch off from work and spend time with family and friends so our employees can be their 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.

LinkedIn Learning

By supporting the wellbeing of our people, we strengthen engagement, reinforce our culture and build a safer, healthier and more resilient workplace.

We care for each other

We keep each other safe

We deliver excellence

We shape the future

Human Capital Development and Management

Our employees

Our people are at the heart of NEXTDC's success. Their expertise, commitment and passion enable us to deliver the resilient digital infrastructure our customers rely on while supporting our continued growth across Australia and Asia.

As at 30 June 2026, NEXTDC employed 448 team members, with all employees directly employed by the Company. We remain committed to developing our people, with 22% of roles filled through internal career moves, demonstrating our focus on career progression and internal mobility. Our people also continue to be our strongest advocates, with 13% of new hires joining through employee referrals, reflecting the strength of our culture and the pride our employees take in working at NEXTDC.

In a highly competitive and specialised industry, attracting and retaining skilled talent remains a key priority. We continue to invest in career development, inclusive leadership, wellbeing and learning opportunities to ensure our people feel valued, supported and empowered to succeed. These investments are delivering results, with voluntary employee turnover reducing to 14.88% in FY26, down from 16.29% in FY25. In a market where competition for specialist technical talent remains high, this represents a strong retention outcome and reflects the effectiveness of our people strategy, creating a workplace where people choose to build long-term careers and contribute to NEXTDC's continued success.

Gender proportions

The Board

38% female
62% male

Group Workforce

31% female
68.5% male
0.5% non-binary

Our Total Rewards approach

We believe our people are our greatest asset. Our Total Rewards approach is designed to attract, engage and retain exceptional talent by recognising performance, supporting wellbeing and providing opportunities to grow—both personally and professionally.

More than just remuneration, our Total Rewards approach reflects our commitment to creating a rewarding employee experience at every stage of an employee's career.

We are committed to creating an environment where our people can thrive, make a difference and build a successful future.

Total rewards
Supporting our people. Powering our future.

Competitive rewards
Competitive base pay with short- and long-term incentives that recognise performance and drive shared success.

Flexible work
Flexible work arrangements that support balance, including hybrid working, flexible hours and purchased leave.

Health and wellbeing
Supporting physical, mental and financial wellbeing through health insurance, wellbeing programs, EAP, and financial wellbeing education.

Family and leave
Generous parental leave, carer's leave and other leave options that support our people and their families.

Learning and development
Access to learning resources, leadership programs and career development opportunities to help our employees grow and reach their potential.

Community and purpose
Paid volunteering leave and opportunities to give back through our Live to Give program and community partnerships.

Recognition and reward
Recognising and celebrating our people through peer recognition, awards and milestone celebrations.

Our Total Rewards approach is designed to support our people at work and in life—today and into the future.

Career growth
22% of roles were filled through internal career moves in FY26.

Wellbeing focus
Programs and resources that support our people and their families.

Employee voice
Listening, engaging and acting on feedback to shape our workplace.

Live to Give
Empowering our people to make a positive impact in our communities.

Parental leave

NEXTDC is committed to supporting employees through every stage of parenthood by providing a market-leading parental leave program that promotes equity, flexibility and family wellbeing. Eligible primary carers receive up to 20 weeks of paid parental leave at full pay or 40 weeks at half pay, while eligible secondary carers receive four weeks of paid leave, in addition to any applicable government entitlements.

Our policy supports all pathways to parenthood, including support for birth, adoption, surrogacy, stillbirth and newborn loss, ensuring employees receive consistent support during significant life events. Employees may also access up to 12 months of unpaid parental leave, with the option to request a further 12 months of unpaid leave, providing flexibility to meet family and caring responsibilities.

To help employees remain connected during their leave, we offer 10 paid keeping-in-touch days, ongoing engagement with managers and the opportunity to request flexible working arrangements when returning to work. We also continue to pay statutory superannuation during company-funded paid parental leave, reinforcing our commitment to supporting employees' long-term financial wellbeing.

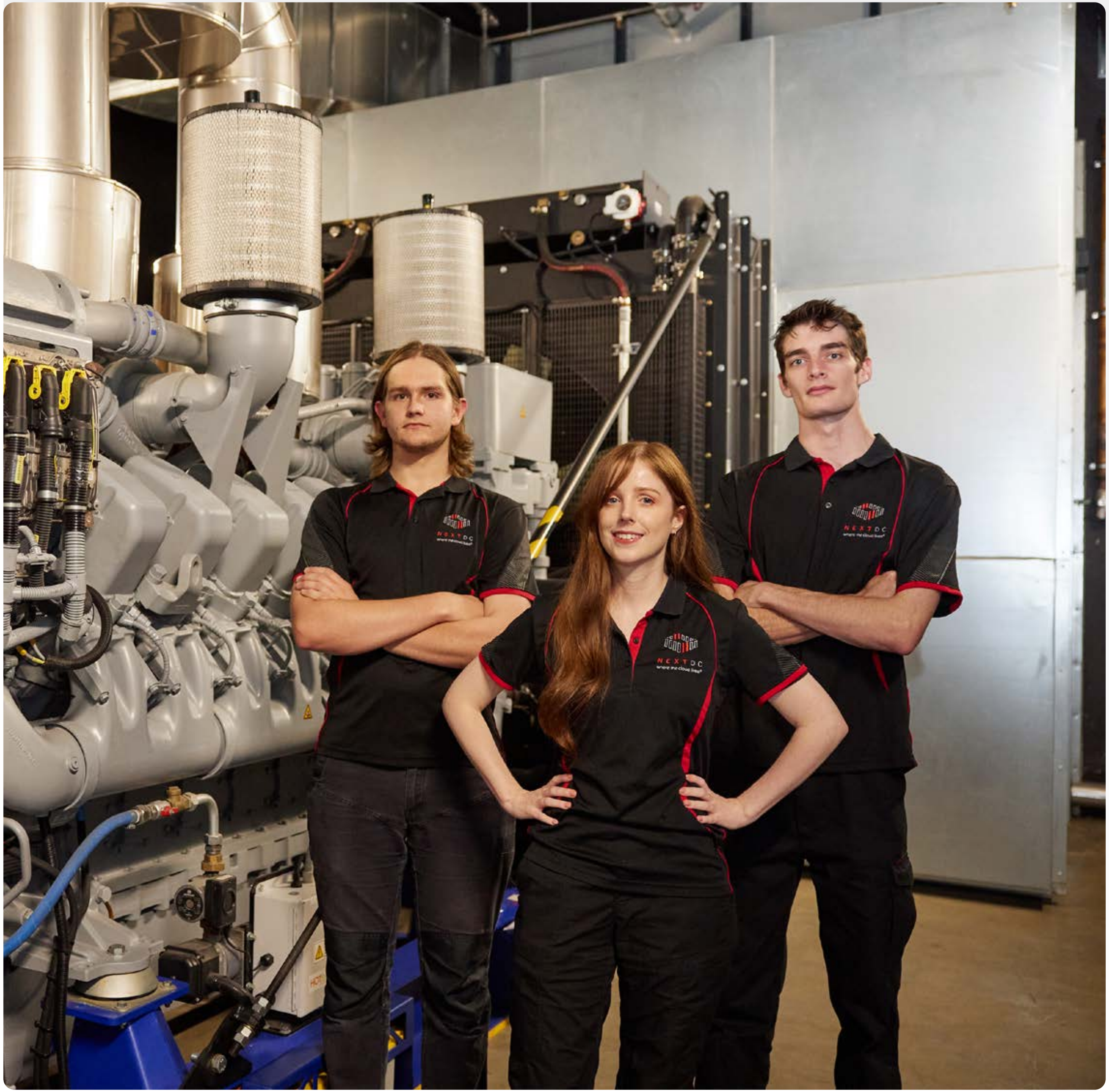
These benefits are available to eligible employees across our Australian and Malaysian operations, ensuring a consistent employee experience while exceeding local statutory requirements where applicable.

Flexible work

NEXTDC recognises that flexibility plays an important role in supporting employee wellbeing, engagement and performance. Our approach to how and where we work is guided by the principle of office first, with flexibility, moving from arrangements centred on remote and hybrid work to a model where the office is the default and flexibility is designed around it.

Depending on role, employees can work from home, adjust their start and finish times, or access other tailored arrangements that support work-life balance without compromising collaboration and connection. For roles that require an on-site presence, flexibility is provided wherever operationally feasible.

To further support employee wellbeing, Australian-based employees can participate in our Purchased Leave Scheme, enabling them to purchase up to four additional weeks of annual leave each year, providing greater flexibility to manage personal commitments and recharge throughout the year.



Attracting and Retaining Employees

Reward and recognition

Recognition forms part of our broader people strategy to strengthen engagement, reinforce our culture and support employee retention. We foster a culture of appreciation through formal and informal recognition programs that celebrate individual and team contributions, acknowledge milestones, and reinforce the behaviours that enable NEXTDC to safely deliver resilient digital infrastructure for our customers.

Managers are empowered with dedicated recognition budgets to acknowledge outstanding performance and significant milestones. This is complemented by monthly employee awards and peer-to-peer recognition through our Viva platform, enabling timely and meaningful appreciation across the organisation.

Safety is a key part of our recognition framework. Through our Safety Drive initiative, we recognise employees who proactively identify and report safety hazards and improvement opportunities, while our annual employee awards celebrate individuals and teams who exemplify our values, operational excellence and customer focus.

By embedding recognition into everyday interactions, we strengthen engagement, reinforce our values and celebrate the behaviours that contribute to a safe, high-performing and customer-focused culture.

Talent development and career growth

Developing our people is critical to delivering NEXTDC's long-term growth. In FY26, we continued to strengthen our learning and development ecosystem, investing in the capability, leadership and career pathways needed to support a growing and increasingly international workforce.

A key milestone was the enhancement of Workday, creating a more connected employee experience for learning, career development and people processes. Workday Learning now provides a single platform for employees to access, complete and track mandatory, technical and professional development, while the introduction of Career Profiles enables employees to capture their skills, qualifications, certifications and career aspirations. Together, these enhancements support more meaningful career conversations, improved workforce planning and greater internal mobility.

Leadership capability remained a strategic priority. During FY26, we launched the SCALE Leadership Capability Framework in partnership with the Australian Institute of Management (AIM), establishing a consistent leadership standard across the organisation.

We also welcomed 24 participants into our Key Talent Program and delivered the largest FASTLEAD cohort to date, with 12 emerging leaders completing the program.

As artificial intelligence becomes increasingly embedded across our business, we also introduced a tiered AI Capability Framework, equipping employees with the knowledge and skills to use AI safely, responsibly and effectively. The framework establishes clear expectations from employee onboarding through to advanced governance and coaching capabilities for leaders driving AI adoption within their teams.

These initiatives complement our broader learning and development programs, including mandatory compliance training, technical and professional development, leadership coaching, mentoring and performance-based development planning. Together, they help build a high-performing, future-ready workforce and empower our people to develop long-term careers at NEXTDC.

Employee engagement

At NEXTDC, employee engagement is built through open communication, visible leadership and creating meaningful opportunities for our people to contribute to the success of the business. As we continue to grow across Australia and Asia, fostering a connected and inclusive culture remains a key priority.

Throughout FY26, we strengthened engagement by increasing opportunities for employees to connect with leaders and each other. Regular company-wide All Hands meetings hosted by our CEO provide transparent updates on business performance, strategic priorities and organisational developments, while giving employees the opportunity to ask questions and hear directly from senior leaders.

Engagement is also supported through our everyday culture. We celebrate achievements through formal and informal recognition programs, promote wellbeing through dedicated initiatives and employee communities, and encourage collaboration across teams and locations. Our internal communication channels, including Viva Engage, help employees stay informed, share knowledge and celebrate successes across the organisation.

We continue to encourage open feedback through regular conversations between employees and leaders, ensuring insights are translated into meaningful actions that enhance the employee experience. By listening to our people and maintaining a culture of openness and inclusion, we continue to strengthen engagement and build a workplace where employees feel connected, supported and empowered to succeed.

Diversity, Equity and Inclusion

NEXTDC is committed to fostering a workplace where every employee feels respected, included and empowered to contribute. We believe that an inclusive culture, built on diverse perspectives, equitable opportunities and a strong sense of belonging, drives innovation, strengthens decision-making and supports better business outcomes.

Our Diversity, Equity and Inclusion (DE&I) principles are embedded across the employee lifecycle, from recruitment and career development to leadership, recognition and wellbeing. As our workforce continues to grow across Australia and Asia, we remain focused on creating an environment where people can thrive regardless of gender, age, cultural background, disability, sexual orientation or other lived experiences.

During FY26, we continued to strengthen our inclusive culture through employee-led initiatives, awareness campaigns and celebrations recognising key cultural and diversity events throughout the year. These activities encourage learning, celebrate diverse perspectives and foster a greater sense of connection across our workforce.

Our DE&I Committee provides governance and oversight of our inclusion strategy, monitoring progress against key initiatives, reviewing policies and practices, and supporting continuous improvement. We also undertake regular pay equity reviews and remain compliant with the *Workplace Gender Equality Act 2012 (Cth)*, with our annual Workplace Gender Equality Report publicly available on our website www.nextdc.com.

Fostering cross-cultural understanding

As NEXTDC continues to expand across Asia, we remain committed to building a connected and inclusive culture that embraces diverse perspectives and ways of working. The cross-cultural awareness initiatives introduced in previous years have provided a strong foundation for strengthening collaboration across our growing international workforce.

Looking ahead, we will continue to build on this work by increasing our focus on supporting our teams in Malaysia and Japan. Through targeted cultural learning and capability-building initiatives, we aim to enhance cross-cultural understanding, strengthen collaboration across regions and equip our people to work effectively in an increasingly global organisation.

Building wellbeing, inclusion and resilience

Throughout FY26, we continued to invest in initiatives that support the holistic wellbeing of our people, recognising that physical, mental, social and financial wellbeing all contribute to a healthy, engaged and high-performing workforce.

Our annual wellbeing program included practical learning opportunities covering mental health, resilience, inclusion, financial wellbeing and personal development. Highlights included Mental Health First Aid Training, Beyond Blue mental health awareness sessions, The Resilience Project's VulnerabiliTEA Fridays, Inclusion at Work Week activities, International Women's Day discussions led by Megan Dalla-Camina and NEXTDC employees, and wellbeing workshops delivered by EQ Minds on goal setting, visualisation and healthy ways to disconnect from work.

Recognising that financial wellbeing is an important contributor to overall health, employees also participated in financial literacy workshops delivered by Money Vine and tax education sessions with AustralianSuper, helping our people build confidence in managing their financial futures.

Together, these initiatives help strengthen resilience, foster an inclusive culture and empower our people with the knowledge and skills to thrive both at work and beyond.

Gender diversity and inclusion

Building a diverse and inclusive workforce is essential to NEXTDC's long-term success. As our business continues to grow, we remain committed to attracting, developing and retaining talented people from diverse backgrounds, recognising that different perspectives strengthen innovation, decision-making and business performance.

While the data centre industry continues to experience lower female representation than many other sectors, particularly in technical and engineering disciplines, NEXTDC is committed to driving meaningful and sustainable change. We have adopted the 40:40:20 gender balance target by 2030, aspiring to achieve 40% women, 40% men and 20% any gender across our workforce and Board.

As at 30 June 2026, women represented 31% of our workforce, consistent with the previous year, with strong representation across Legal & Compliance, Finance and People & Culture. At Board level, 38% of roles were held by women, supporting progress towards our long-term diversity objectives.

Our approach focuses on creating equitable opportunities throughout the employee lifecycle. This includes inclusive recruitment practices such as gender-neutral job advertisements, diverse interview panels and flexible work options wherever operationally feasible. We continue to invest in leadership development, mentoring and career progression opportunities to support women across all areas of the business, including traditionally underrepresented technical and operational roles.

To support continuous improvement and accountability, NEXTDC remains a proud supporter of the 40:40 Vision and WORK180, using external benchmarking and leading practice insights to strengthen our approach to gender equity and foster an inclusive workplace where everyone can succeed.

Diversity, Equity and Inclusion Committee

Established in 2020, NEXTDC's Diversity, Equity and Inclusion (DE&I) Committee plays an important role in fostering an inclusive workplace where everyone feels valued, respected and empowered to succeed. The Committee helps shape our inclusion priorities, provides employee-led insights and supports the delivery of initiatives that strengthen culture, belonging and engagement across the business.

Representing a diverse cross-section of our workforce, the Committee works collaboratively with leaders and employees to promote inclusion, celebrate diversity and ensure our people practices continue to evolve alongside our growing and increasingly global workforce. As NEXTDC expands across Australia and Asia, the Committee will continue to support initiatives that enhance cultural awareness, strengthen inclusion and create an environment where every employee can thrive.

Pay equity

NEXTDC is committed to fair and equitable remuneration, ensuring employees are rewarded based on role, capability and performance, regardless of gender or personal characteristics.

Our annual remuneration reviews, most recently completed in November 2025, 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. To address this, NEXTDC is taking a long-term, systemic approach that spans remuneration, hiring, leadership representation, and inclusive culture.

As part of this approach, we have redesigned our performance and talent review processes to strengthen the consistency and rigour with which performance is identified and assessed across the business, embedding this within a new performance to pay framework in Workday. This enhances our ability to connect performance evaluation and pay outcomes with greater precision and transparency, and to identify and close any gaps that affect equity. FY27 will be dedicated to embedding the framework, with a planned launch to our people in FY28.

While our gender pay gap continues to reflect the lower representation of women in technical and senior leadership positions, we are addressing this through a long-term strategy focused on inclusive hiring, leadership development and career progression. Initiatives such as our graduate program, Women Rising, Executive Central, the NEXTDC Women network, and our commitment to the 40:40 Vision support greater female representation across the organisation.

Together with flexible work, gender-neutral parental leave and an inclusive workplace culture, these initiatives help ensure every employee has the opportunity to thrive and be rewarded fairly for their contribution.

Non-discrimination and equal opportunity

NEXTDC is committed to providing a workplace where everyone is treated with dignity, respect and fairness. We maintain a zero-tolerance approach to discrimination, harassment and bullying, and provide equal opportunity across all aspects of employment, including recruitment, development, promotion and remuneration.

Employment decisions are based on merit, capability and business needs, without regard to personal characteristics such as age, race, ethnicity, gender, disability, sexual orientation, religion or cultural background. We support this commitment through inclusive policies, leadership accountability and ongoing education that promotes respectful behaviours and helps reduce unconscious bias.

Creating an inclusive workplace extends beyond our policies. We continue to invest in initiatives that support the diverse needs of our people, including flexible work practices, enhanced parental leave, Mental Health First Aid Officers, wellbeing programs and cross-cultural learning as our workforce grows across Australia and Asia. Together, these initiatives help create an environment where every employee feels respected, supported and able to reach their full potential.

Community Investment and Giving

Creating positive outcomes for the communities in which we operate is an important part of how NEXTDC delivers long-term value.

Through **Live to Give (L2G)**, our corporate social responsibility program, we support volunteering, fundraising and workplace giving that enables our people to make a meaningful impact throughout the year. As a proud member of the **Pledge 1%** movement, we encourage every employee to dedicate 1% of their time to community service. Employees receive three days of paid volunteer leave each year, with additional leave available for skills-based volunteering. Through our Workplace Giving Program, employees can also make tax-effective donations to charity partners—including The Smith Family, Cancer Council, Beyond Blue, Australian Red Cross, UN Women Australia and SolarBuddy, with NEXTDC matching every dollar donated.

Community impact

Our **Live to Give (L2G)** program continued to grow during FY26, driven by the passion and generosity of our people. Sponsored by our Head of People & Culture, the L2G Committee comprises eight employee representatives from Australia and Asia who lead our corporate social responsibility initiatives. Bringing together diverse cultural perspectives and local insights, the Committee helps ensure our community initiatives are relevant, inclusive and responsive to the communities in which we operate.

Throughout the year, the Committee coordinated volunteering and fundraising initiatives, promoted workplace giving and fostered a culture of giving across the organisation. Viva Engage also played an important role in connecting employees by sharing stories, celebrating community impact and encouraging participation across our growing international workforce.

In FY26, 61 employees utilised their volunteer leave, contributing across a diverse range of community initiatives. A further 25 employees supported our charity partners through our Workplace Giving Program, with NEXTDC matching every dollar donated. We also supported a range of awareness and fundraising initiatives, including R U OK? Day, Share the Dignity, International Women's Day and Australia's Biggest Morning Tea, reflecting our ongoing commitment to creating positive social impact.

As our business continues to grow across Australia and Asia, we remain focused on expanding employee participation by strengthening local charity partnerships, increasing awareness of the Live to Give program, introducing more accessible volunteering opportunities and recognising employees who make an outstanding contribution to their communities.

FY27 focus – Volunteer of the Quarter

To further embed a culture of community giving, NEXTDC will introduce the Volunteer of the Quarter Award in FY27. Recognising one employee in Australia and one in Malaysia each quarter, the initiative will celebrate the positive difference our people make while encouraging greater participation in our *Live to Give* program.

Community spotlight

Supporting mental health in Malaysia

NEXTDC employees in Malaysia participated in *Pause & Pace: Stronger Minds*. Stronger Lives, a community fundraising event supporting the Malaysian Mental Health Association (MMHA). Every kilometre walked helped subsidise access to mental health therapy for individuals who may not otherwise be able to access care. The event brought employees together to support an important cause while promoting personal wellbeing, team connection and mental health awareness within the local community.

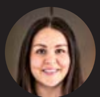
Cooking for a cause

NEXTDC continued to support OzHarvest through volunteer initiatives across Australia, helping rescue surplus food that would otherwise go to landfill and transform it into nutritious meals for people experiencing food insecurity. Through OzHarvest's *Cooking for a Cause* program, employees worked together to prepare meals for community distribution, while raising awareness of food waste, sustainability and the important role everyone can play in reducing hunger and supporting local communities.

Inspiring future careers

Through The Smith Family's Work Inspiration Program, NEXTDC welcomed 13 Year 10 students to our S3 data centre for two days of hands-on learning, career exploration and behind-the-scenes insights into the digital infrastructure industry.

The students' curiosity, enthusiasm and willingness to learn made the experience equally rewarding for our employees, demonstrating the value of connecting young people with future career opportunities.



"Loved being part of this alongside P&C and the team. It was such a rewarding experience seeing the students' curiosity and enthusiasm throughout the program. Hopefully we have inspired a few future NEXTDC team members!"

– Olivia Moriarty

The Dream Run

Throughout June, 21 NEXTDC employees took part in The Dream Run in support of The Smith Family, collectively covering almost 1,400 kilometres through running, walking, swimming, hiking and other activities. Together, the team raised more than $12,000, exceeding the original fundraising target and helping fund the education of 18 children by providing access to books, school uniforms and learning support.

Beyond the kilometres and fundraising, the initiative strengthened wellbeing, teamwork and community connection while demonstrating the generosity and shared purpose that underpin our *Live to Give* program.

Volunteer voices

"Discovering that one in six Australian kids live in poverty was gobsmacking to me, and I was determined to contribute in some way to help break that cycle through education support with The Smith Family. I originally set a fundraising goal of $1,500 but was blown away by the support I received from friends, family and colleagues and I had to increase my target to $2,500. I am so grateful to all my supporters as together we've now raised just over $2,800, which is enough to support four kids in schooling and education for a whole year."

– Roger Spence

"I've been running for about eight years now, and I recently completed a half marathon in May. I found myself in between training cycles and looking for something to keep me motivated in June and this Dream Run came at the perfect time. What made it even more meaningful was something my daughters said to me: 'Now you're running for a good cause - that's amazing.' That really stayed with me. It made me proud - not just to keep running, but to be doing it for kids and seeing my own kids inspired by it. I'm really happy to be part of this community and would love to keep doing more like this in the future."

– SuMon Wai

"I joined the Dream Run because, as a parent of a 12-year-old, this cause really resonates with me. Every child deserves a fair start in life and the chance to dream big. It's heartbreaking to think that some children don't have access to the basic support they need to learn and grow, and I wanted to be part of something that helps change that. I've set myself a goal of walking 150km this June, and I've been getting out for at least 6km every morning. Week one has been a great experience so far, building a simple routine that's not only good for my wellbeing but also supports a meaningful cause. A big shoutout to the whole team taking part—it's motivating to be part of this together and support such an important cause."

– Priti Danidharia

National Blood Donor Week

During National Blood Donor Week, NEXTDC encouraged employees to support the Australian Red Cross Lifeblood by donating blood, helping address critical shortages of O and A blood types. Through the NEXTDC Lifeblood Team, employees were invited to make regular blood donations, contributing to a simple yet life-saving initiative that supports patients across Australia, including children, people undergoing cancer treatment and those requiring emergency care.

Reconciliation Action Plan (RAP)

This year marked an important milestone as we launched our inaugural *Reflect* Reconciliation Action Plan (RAP), formally endorsed by Reconciliation Australia, which provides the roadmap for strengthening relationships, deepening cultural understanding and creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples across our business and communities. The RAP is guided by four pillars: **Relationships, Respect, Opportunities and Governance,** which establish a clear framework for embedding reconciliation into how we work.

During FY26, we began bringing these commitments to life through learning, participation and collaboration. Team members joined Yalari's NAIDOC Week *Tea & Yarns*, an online event featuring stories from Yalari, an Australian not-for-profit organisation that provides education, wellbeing and career opportunities to Aboriginal and Torres Strait Islander students from regional and remote communities.

We conducted several First Nations Cultural Awareness Training sessions in partnership with Mirri Mirri, an Aboriginal-owned cultural education organisation that provides a safe and inclusive environment for employees to strengthen their understanding of Aboriginal and Torres Strait Islander histories, cultures and cultural protocols, and to translate this learning into more respectful everyday practices across NEXTDC.

Progress will continue to be led by our cross-functional RAP Working Group overseeing implementation of our commitments and will inform the next stage of our reconciliation journey.

For more information and to download a copy of our Reflect RAP, visit the NEXTDC Reconciliation Action Plan webpage.

Our Reflect RAP at a glance

FY26 marked an important shift from planning to action as we launched NEXTDC's inaugural Reflect Reconciliation Action Plan (RAP), formally endorsed by Reconciliation Australia.

FY26

Reflect RAP launched

NEXTDC's inaugural Reflect RAP was formally endorsed by Reconciliation Australia.

Healing Waterways artwork unveiled

Created by Indigenous creative agency, Ingeous studios, the artwork tells our story of learning, connection and cultural exchange across many Countries.

Country pods

These recognise the diversity of First Nations Countries, cultures and knowledge systems across Australia.

Our commitments – four pillars

Relationships

- Build mutually beneficial relationships with First Nations stakeholders and organisations
- Collaborate and create meaningful partnerships

Respect

- Increase understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights
- Strengthen awareness of Traditional Owners and cultural protocols
- Participate in National Reconciliation Week and NAIDOC Week

Opportunities

- Explore opportunities to improve First Nations recruitment, retention and professional development
- Increase procurement from First Nations-owned businesses
- Investigate Supply Nation membership

Governance

- Cross-functional RAP Working Group with First Nations representation
- Executive Sponsor and senior leader support
- Clear action owners, timeframes and progress reporting

We recognise that reconciliation is an ongoing journey.

LISTEN → LEARN → ACT → GROW

Creating Local Economic Value

NEXTDC's investments create value well beyond our data centres. By investing in local businesses, creating skilled employment, engaging regional suppliers and enabling digital innovation, we contribute to the long-term economic prosperity of the communities in which we operate.

Building long-term value

By investing locally and fostering strong partnerships, we help build the infrastructure, capability and connectivity that drive sustainable economic growth across Australia and Asia.

Creating skilled employment

Our operations and projects create high-quality jobs and development opportunities, supporting thousands of people across Australia and Asia.

Strengthening regional supply chains

We partner with local businesses and service providers to deliver our projects and operations, helping build resilient, capable and sustainable supply chains.

Building digital capability

Through partnerships and initiatives, we invest in digital skills and education to grow local capability and support a thriving digital economy.

Our impact at a glance

750+
ecosystem partners

A connected ecosystem including technology, cloud, enterprise and service partners driving digital transformation across Australia and Asia.

70+
telecommunications carriers

Connected to more than 70 carriers, enabling choice, competition and connectivity for our customers.

Supporting local suppliers

We prioritise local suppliers, contractors and service providers where practical, investing in local businesses and strengthening local economies in the communities where we operate.

Regional presence in Asia

Our regional Operations Centre in Malaysia supports our Asia expansion and creates local, multidisciplinary employment opportunities.

Investing in people and communities

We create skilled jobs and support local communities through employment, training, partnerships and community initiatives.

Enabling the digital economy

Our digital infrastructure empowers businesses, governments and communities to innovate, grow and compete in a connected digital future.

Our commitment

- Local investment, local jobs, local impact.
- Partnering for stronger communities and resilient economies.
- Supporting sustainable growth for today and tomorrow.
- Connecting Australia and Asia to a better digital future.
- Creating value that benefits our customers, partners and communities.

NEXTDC

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

www.nextdc.com/contact