



MOZAMBIQUE ROVUMA LNG PHASE 1

STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN

MZFF-00-EM-HX-PPP-0002

Rev	Date	Revision Description			Originator	Reviewer/Endorser		Response Code	Approver
0	04/30/2026	Issued for use							
Document Control No.	Country	Facility	Location	Originator	Discipline	Doc Type	Sequence	Sheet	
	MZ	FF	00	EM	HX	PPP	0002		

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 2 of 55

REVISION MODIFICATION LOG

Revision	Section	Description
0		Issued for use

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 3 of 55

TABLE OF CONTENTS

ACRONYMS AND TERMS	6
1. INTRODUCTION AND PURPOSE	8
1.1. Objectives.....	8
1.2. Scope	9
2. CONTEXT	10
2.1. Palma District.....	10
2.2. Afungi Peninsula.....	12
3. REGULATORY FRAMEWORK	15
3.1. Mozambican Laws and Regulations.....	15
3.2. International Guidelines and Standards	15
4. STANDARDS AND COMMITMENTS	18
4.1. Lender Alignment.....	18
4.2. Project Standards	19
4.3. EIA Commitments.....	19
5. PRIOR STAKEHOLDER ENGAGEMENT.....	22
5.1. Early (EIA Study) Engagements	22
5.2. Area 4 Project Initial Activities.....	22
5.3. Evolving Context in Palma	23
6. STAKEHOLDER ENGAGEMENT PROGRAM	25
6.1. Principal Stakeholder Groups and Issues	25
6.2. Locally Based Stakeholders Focus	38
6.3. Engagement Approach: Engagement Forms, Information Disclosure and Information Management Tools	39
6.4. Considerations on Disadvantaged or Vulnerable Groups.....	40
6.5. Collaboration & Interface with Area 1 Operator	40
7. GRIEVANCE MANAGEMENT	42
7.1. Objectives.....	42
7.2. Applicability.....	42
7.3. Grievance Management Principles	43
7.4. Grievance Lodging Channels.....	44
7.5. The Grievance Management Process.....	44
7.6. Community Awareness of the Grievance Mechanism	47
7.7. Grievance Reporting	48
8. ORGANIZATIONAL ROLES AND RESPONSIBILITIES	49

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 4 of 55

8.1.	Socioeconomic Manager	49
8.2.	Community Affairs Manager.....	49
8.5.	Local Grievance Coordinator	50
8.6.	Contractor.....	51
8.7.	Area 1 Operator and Other Execution Stakeholders	51
9.	COMPETENCY, TRAINING AND AWARENESS RAISING.....	52
10.	MONITORING AND REPORTING	54
10.1.	Information Management System	54
10.2.	Reporting and Notification.....	54

LIST OF TABLES

Table 1	Estimated Afungi 2024 Population	13
Table 2	Lender Alignment Summary	18
Table 3	EIA Commitments	20
Table 4	Principal Stakeholder Group, Engagement Mechanism and Frequency	26
Table 5	Palma-Based Stakeholder Groups	38
Table 6	Grievance Management Procedure: Accountability, Actions and Timeline	46

LIST OF FIGURES

Figure 1	Palma District and Administrative Posts	11
Figure 2	Trends in Palma District Population	12
Figure 3	Palma District Administrative Division	13
Figure 4	The Grievance Management Process	46
Figure 5	Example Stakeholder Engagement Monthly Summary	55

LIST OF REFERENCES

ExxonMobil Upstream Socioeconomic Management Standard
The Equator Principles Association. (2020). The Equator Principles.
International Finance Corporation. (2009). Good Practice Note, Addressing Grievances from Project-Affected Communities, Guidance for Projects and Companies on Designing Grievance Mechanisms.
International Finance Corporation. (2012). Performance Standard 1: Social and Environmental Assessment and Management Systems.
International Finance Corporation. (2007). Stakeholder Engagement: A Good Practice Handbook for Companies, Doing Business in Emerging Markets.
OIMS System 1-1 – Management Leadership, Commitment, and Accountability
OIMS System 2-1 – Risk Assessment and Management
OIMS System 4-2 – Compliance with Laws, Regulations and Permits

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 5 of 55

OIMS System 6-5 – Environmental Management
OIMS System 10-1 – Community Awareness
OIMS System 11-1 – OIMS Assessment

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 6 of 55

ACRONYMS AND TERMS

Term	Definition
AMA1	Anadarko Moçambique Area 1 Limitada
BIBO	Bus in Bus Out (local workers who travel in and out of the worksite on a daily basis)
CLO	Community Liaison Officer
CSO	Civil Society Organization
CGC	Community Grievance Coordinator
CGMP	Community Grievance Management Procedure
CGM	Community Grievance Management
DUAT	Direito de Uso e Aproveitamento
EEA	Eni East Africa, S.p.A.
EIA	Environmental Impact Assessment
EMML	ExxonMobil Moçambique, Limitada (EMML) is the ExxonMobil Affiliate conducting Midstream and Upstream Operations for MRV
EPFIs	Equator Principles Financial Institutions
E&R	Environmental & Regulatory
ESDD	Environmental and Social Due Diligence Report
ESMP	Environment and Social Management Plan
GoM	Government of Mozambique
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IESC	Independent Environmental and Social Consultant
IFC	International Finance Corporation
LCM	Lead Country Manager
LMT Concessions	Concession Agreement for the LNG Marine Terminal
LMTCo	Mozambique LNG Marine Terminal Company S.A
LNG	Liquefied Natural Gas
MTA	Ministry of Land and Environment
MIREME	Ministry of Mineral Resources and Energy
MITADER	Ministerio da Terra, Ambiente e Desenvolvimento (former Ministry of Land, Environment and Rural Development, now MAAP – Ministério da Agricultura, Ambiente e Pescas/Ministry of Agriculture, Environment, and Fishing)
MOFCo	Mozambique MOF Company S.A
MOF Concession	Concession Agreement for the Materials Offloading Facility
MOH	Medicine and Occupational Health
MRV	Mozambique Rovuma Venture , S.p.A
NGO	Non-Governmental Organizations
OI	Operations Integrity
OIMS	Operations Integrity Management System

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 7 of 55

Term	Definition
P&GA	Public and Government Affairs
PIZ	Project Industrial Zone
RIC	RLNG Project Resource and Information Center
RJOA	Resettlement Joint Operating Agreement
Rovuma LNG Project, RLNG Project or Project	The development of the Midstream and Upstream components in onshore, nearshore, and offshore environments for Area 4 by EMMML in conjunction with its nominated contractors.
RP	Resettlement Plan
SEMP	Stakeholder Engagement Management Plan
SFIA	Shared Facilities Implementation
SSHE	Safety, Security, Health, and Environmental
STD	Sexually Transmitted Disease
TEPMA1	TotalEnergies EP Mozambique Area 1

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 8 of 55

1. INTRODUCTION AND PURPOSE

This Stakeholder Engagement Management Plan (SEMP) is an individual, topic specific plan comprising an integral component of the Rovuma LNG Environmental and Social Management Plan (ESMP), MZFF-00-EM-HX-PPP-0013. The principal objective of the ESMP is to facilitate the avoidance, reduction, and mitigation of environmental, social and community impacts and risks associated with the construction phase of the Rovuma LNG Project (Project). Information regarding the Project Overview, Objectives (of the ESMP), Scope, Project Components and Associated Facilities and other information regarding the context of the ESMP can be referenced in that document.

The ESMP sits within a broader Environmental and Social Management Framework, as described and illustrated in Figure 2-1 of the ESMP. This Framework comprises two overarching, system-level documents, the ESMP and the Environmental and Social Requirements for Contractors, MZFF-00-EC-HE-PLN-0001, and a set of theme and activity-specific documents that collectively describe how the Project will manage its environmental and social (E&S) risks.

The Project will be built upon the stakeholder engagement work conducted by the neighboring Area 1 operator (TEPMA1, originally AMA1) under the Environmental Impact Assessment (EIA) and Resettlement Plan (RP) as well as the early phase of the Rovuma LNG Project conducted in the 2018-2021 period. The Project intends to align with TEPMA 1, including consistency of stakeholder engagements in the Rovuma basin area, to avoid confusion, and to provide clarity between the Area 1 and Area 4 activities. The Project and TEPMA1 will deploy interface structures at both the executive and managerial levels to manage issues common to both Operators and to optimize the delivery of project benefits to the economy and people of Mozambique.

1.1. Objectives

This SEMP describes the Project's approach to stakeholder engagement and the steps it intends to maintain constructive and mutually beneficial relationships with stakeholders during the Project's development and construction phases. The SEMP describes the Project's standards and requirements, early engagement activities, and the proposed engagement program, including the community grievance mechanism, monitoring, reporting, roles and responsibilities, and training.

The overall objectives of the Project's stakeholder engagement activities are to:

- Keep stakeholders informed with respect to their specific interests;
- Provide stakeholders (especially those directly affected) with the ability to participate in decisions on matters that affect them; and
- Maintain stakeholder confidence and trust in the Project and its activities through open, informative, inclusive, and timely communications.

The International Finance Corporation (IFC) principles of engagement - particularly IFC Performance Standard 1: Social and Environmental Assessment and Management Systems (IFC, 2012) - will be applied and will serve as the foundation for stakeholder engagement for the Project. Guided by these principles, and throughout the implementation of the SEMP, the Project will observe the following:

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 9 of 55

- Early Engagement - beginning engagement early is crucial to building trust and mutual respect and to establishing relationships with stakeholders. The Project will approach consultation activities in a way that is proactive, planned, and delivered in a timely manner.
- Long-Term View - establishing and maintaining relationships is a long-term investment. To enhance the value of stakeholder relationships, the Project will take a long-term view to engagement by identifying and planning engagement activities that are tailored for each phase of the Project.
- Proactive Not Reactive - the stakeholder engagement framework will set a proactive path for consultation, as opposed to being reactive and responding to issues as they arise. A proactive approach to consultation helps to build credibility and relationships with stakeholders.
- Managed as a Business Priority - the stakeholder engagement framework supports Project's plans and delivers engagement activities using a systematic and consistent approach. This approach involves assigning management responsibilities and resources to each consultation activity.

1.2. Scope

Stakeholders are defined in this SEMP as people, groups, entities, or communities that may be directly or indirectly affected by the Project or have an interest in it. This is a diverse group that, over time, will comprise locally affected communities or individuals and their formal and informal representatives, national or local government authorities, political leaders, religious leaders, civil society organizations, groups with special interests, the academic community, and other businesses.

Stakeholder engagement is regarded as an ongoing process and applies broadly to the Project's activities. Priority will be given to stakeholders who are directly affected by Project activities, but stakeholder engagement will not exclude those that fall within a broader sphere of influence or whose legitimate interests define them as stakeholders.

While stakeholder engagement falls primarily under the responsibility of the Socioeconomic Management organization (refer to Section 8), it shares an interrelationship with other functions and, to some extent, all project personnel. Therefore, it is expected that the requirements of this SEMP will be considered by the following organizations and that their planning aligns with this document:

- Project and Business Unit Leadership
- Public & Government Affairs
- Health, Safety and Risk
- Security
- Procurement
- Medicine and Occupational Health (MOH)
- Environment & Regulatory
- EPC Contractors and their primary subcontractors

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 10 of 55

2. CONTEXT

The security crisis in northern Cabo Delgado Province has fundamentally altered the region's socioeconomic fabric. Since late 2017, the region has been experiencing attacks by non-state armed groups resulting in extensive population displacement, the destruction of public infrastructure, severe economic contraction, and significant constraints on mobility¹. These dynamics unfolded during a period already marked by the impacts of the COVID-19 pandemic, which has further strained social and economic systems.

The April 2021 attack on Palma-Sede marked a critical moment, triggering large-scale displacement² and leaving many families without stable access to services, livelihoods, or support networks. Although government-led security operations have since supported the gradual return of displaced populations, community recovery is unfolding within a heightened security environment that continues to influence mobility, resource access, and the pace at which livelihoods can be re-established. Understanding these dynamics is essential for assessing current social conditions and informing the Project's role in supporting inclusive and sustainable recovery efforts in the region.

2.1. Palma District

The Palma District is in Cabo Delgado Province, the northernmost province of Mozambique. Cabo Delgado has an area of 82,625 km² and a population of 2,744,872 estimate for 2023 based on the last populational Census (INE, 2017). The provincial capital is the city of Pemba and there are 17 districts and 5 municipalities, including Pemba, Chiúre, Montepuez, Mueda and Moçímboa da Praia.

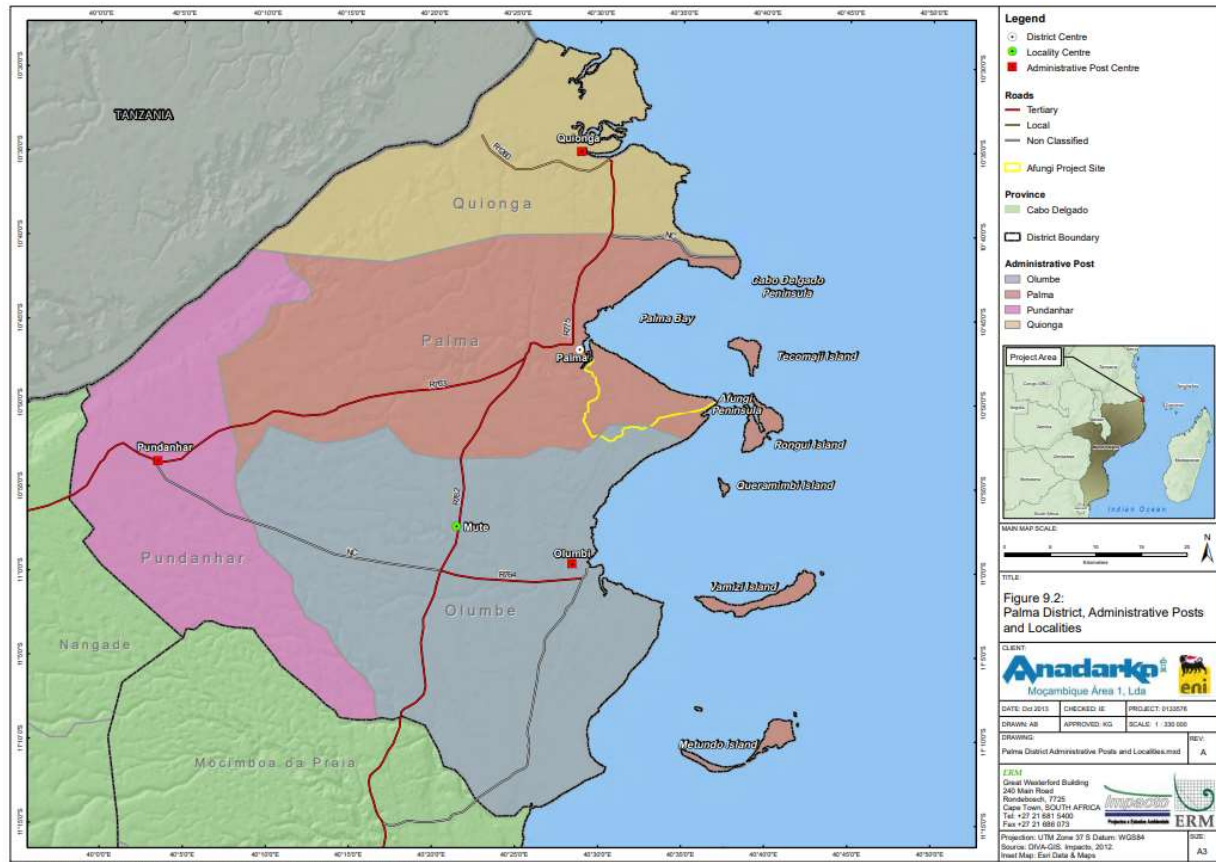
Palma District is located in the north-east corner of Cabo Delgado Province. It has an area of 3,253 km² and a 132 km coastline. The District is divided into four Administrative Posts - Pundanhar, Quionga, Palma-Sede, and Olumbi. The majority of the Afungi Peninsula and the Project Area of Operations lie within the Palma-Sede Administrative Post but extends into Olumbi Administrative Post.

¹ UNHCR Briefing Notes, March 2022

² ETT Nb60 - 27 March-22 April 2021

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 11 of 55

Figure 1 Palma District and Administrative Posts



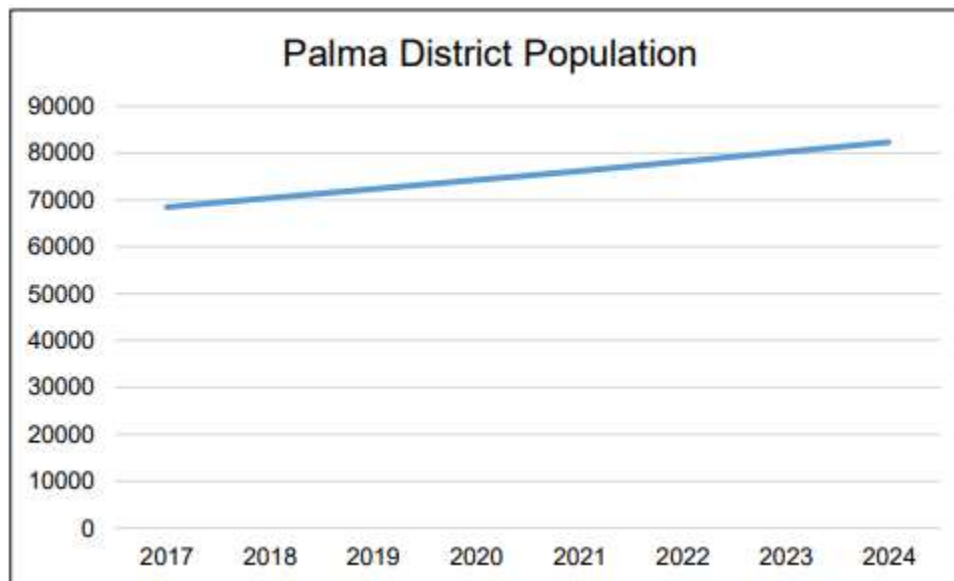
Source: EIA, 2012

Prior to the discovery of natural gas reserves, the District and its population functioned largely on the periphery of Mozambique's national economy, with minimal integration into broader economic systems. The two LNG projects have shifted economic connections more toward the national Mozambican economy, attracting new businesses and influx of people into the region.

There has been a significant increase in the District population, estimated at approximately 85,000 in 2024, much higher than the estimation of 67,025 individuals based on the 2017 Census findings. These figures suggest that population movements into the area are notable, especially within the villages surrounding the DUAT (e.g. Senga, Quitunda, and Mondlane).

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 12 of 55

Figure 2 Trends in Palma District Population



Source: Instituto Nacional de Estadística, 2023

Palma District is a sparsely populated rural area where communities are concentrated along main roads and the coastline. Most households rely on land-based subsistence activities, including short-fallow agriculture, fishing, gleaning, and small-scale trade. The rural settlements are typically built with local materials and have very limited access to basic services of water, sanitation, and electricity. Coastal and inland communities differ in language, ethnicity, and the relative importance of agriculture versus fisheries. Most villages also host places of worship, predominantly mosques, reflecting the strong presence of Islam in the district

Across the District there are 6 health facilities, including 1 health centre Type I (in Palma-Sede); 4 rural health centres Type II (in Quionga, Maganja, Olumbi and Pundanhari); and 1 health post (in Mute). An additional health facility was also constructed in Quitunda RV as part of the resettlement plan³. The nearest hospital is located in Moçimboa da Praia, approximately 80 km south of Palma. Service quality across facilities is constrained by inadequate infrastructure, limited medical equipment, and shortages of trained health personnel.

Schools exist in many communities but are often built with rudimentary materials, are insufficient for local student populations, and face shortages of qualified teachers, contributing to high illiteracy rates. The district also has 43 schools, including 23 first-level elementary schools. In the Project area, primary schools exist in Senga, Mondlane, Maganja, and Quitunda.

2.2. Afungi Peninsula

The settlements on the Afungi Peninsula fall under two Administrative Posts—Palma-Sede and Olumbi, each overseen by a Chief Administrative Post (*“Chefe do Posto Administrativo”*). The administrative posts are divided by Localities and, within the Project area, the principal Localities are Mute, Palma-Sede, and Ulumbe. Communities in each locality consist of a main settlement,

³ Resettlement is being executed by Area 1 on behalf of both Projects more information on resettlement [Resettlement - Mozambique LNG](#)

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 13 of 55

where the Community Authority and local leaders are based, along with several smaller satellite areas known as “production zones,” each with its own designated leader.

Figure 3 Palma District Administrative Division

Palma District							
Palma-Sede Administrative Post		Olumbi Administrative Post		Quionga Administrative Post		Pundanhar Administrative Post	
Palma-Sede Locality	Mute Locality	Ulumbe Locality	Quissengue Locality	Quionga Locality	Quirinde Locality	Pundanhar Locality	Nhica do Rovuma Locality
Bagala Barabarane Incularino Guebuza Miando Muaha Quelimane Quilawa Namdimba Namalala Naliandele Malamba Miado Tecamage* Quirimbe*	Mute Maganja Quitunda Senga Patacua Mangala Macala Missonombali Manguna Mapalanganha Matapata Mangaza Namalala 2 Nfunzi Nkumbi Nkalanga Zambiq Ngueo	Mondlane Dominga Namanengo Nogue A Nogue B	Quissengue Milamba Lalane Nsangue Ponta Namedi Yungi Yamize* Quiruve* Roque*	Mumu Nazimoja Namoto Ncuti Ntole Singa Suavo Quissungule	Mbuizi Nhamalala Quiwia Semuco Farol	10 Congresso Chikwedo Chidololo Namioca Matola	Nhica do Rovuma

Source: Developed by author, 2026.

Administratively, the Afungi communities include the DUAT’ surrounding communities of Quitunda, Senga, Patacua, and Maganja (within Palma Administrative Post), and Mondlane (within Olumbi Administrative Post). There are other communities of interest around these localities, including Palma-Sede neighborhoods and other Mute Locality villages.

The population of the Afungi Peninsula is notably diverse, shaped by a mix of long-established residents and several waves of in-migration over time. Many households trace their origins to the area over generations, maintaining deep cultural and historical ties to the land. Alongside them are long-term migrants who settled on the peninsula decades ago, often integrating into local social and economic systems. More recent arrivals, who settled after the 1992 Peace Agreements, have added further diversity.

Coastal settlements such as Mondlane and Maganja tend to speak multiple local languages, including Kimwani, Chimakwe, and Swahili while the inland village of Senga has Makonde and Chimakonde as the dominant language.

Table 1 Estimated Afungi 2024 Population

Afungi Communities	Estimated Population
Maganja	3,850
Quitunda	3,533
Senga	3,058
Mondlane	2,918
Patacua	569
Macala	184

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 14 of 55

Afungi Communities	Estimated Population
Manguna	1,888
Afungi Communities Total	12,942

Source: Palma and BIBO Household Survey, 2024

Infrastructure and basic services across Afungi communities remain limited and only Quitunda and Maganja have health services available. Most homes are built with sticks and mud walls and thatched or corrugated roofs, with inland houses tending to be more robust due to more permanent residence and greater access to materials. Public infrastructure typically includes places of worship and small primary schools, often constructed with local materials.

Quitunda is the only settlement with access to electricity, treated water, and a reticulated water supply. Other communities rely on surface water, shallow wells, or boreholes and lack household sanitation facilities, resulting in open defecation in nearby coastal or bush areas. These conditions contribute to elevated health risks across the peninsula.

Most communities on the Afungi Peninsula display religious and cultural lifestyles influenced by the Muslim faith, integrated with their customary practices. Communities engage in a mix of agriculture, gleaning, fishing, and petty trade, with agriculture dominant inland and fishing-related activities more common along the coast. These activities primarily support subsistence needs, as poor infrastructure restricts access to markets. The Project has also introduced opportunities for formal employment for some households.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 15 of 55

3. REGULATORY FRAMEWORK

The Project is committed to undertaking all activities in accordance with applicable Mozambican legislation, IFC requirements, and EMMML standards. The requirements described in this section form the basis of this SEMP, but they are not an exhaustive list of all regulatory requirements and Project commitments.

3.1. Mozambican Laws and Regulations

In Mozambique, both the Constitution (2004, as amended) and the Environment Law establish the rights of citizens to have information about and to participate in decision-making regarding activities which may affect the environment. Public participation and stakeholder engagement are requirements in Mozambican laws and regulations, including the following:

- Petroleum Law (Law No. 21/2014 of August 18) Land Law (approved by Law No. 19/97, of October 1)
- Environmental Law (approved by Law No. 20/97, of October 1)
- Regulations on the Environmental Impact Assessment Process (Decree No. 54/2015 of December 31)
- Regulations for managing an EIA (Ministerial Diploma No. 129/2006 of June 19)
- General Directive on Public Participation in the Environmental Impact Assessment (Diploma No. 130/2006 of June 16)
- Regulations for Land Law (Decree No. 66/98), including the Technical Annex
- Environmental Regulations for Petroleum Operations (Decree No. 56/2010 of December 8)
- Regulation for Resettlement Resulting from Economic Activities (Decree No. 31/2012 of December 6) and guidance on its implementation (Ministerial Diploma No. 156/2014 of September 19)

3.2. International Guidelines and Standards

3.2.1. IFC Standards

The IFC's Performance Standard 1: Social and Environmental Assessment and Management Systems (IFC, 2012) and associated Guidance Notes⁴ are the most relevant to stakeholder engagement. Key themes of these documents include:

- Aligned with IFC PS1 stakeholder engagement is a continuous process of sharing information and seeking stakeholder input and should entail the following principles: Provide meaningful information in a format and language that is readily understandable and tailored to the needs of the target stakeholder group(s)
- Provide information in advance of Project's activities and decision-making

⁴ Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets" (IFC, 2007) and "Good Practice Note, Addressing Grievances from Project-Affected Communities, Guidance for Projects and Companies on Designing Grievance Mechanisms" (IFC, 2009).

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 16 of 55

- Disseminate information in ways and locations that make it easy for all stakeholders to access it
- Respect local traditions, languages, timeframes, and decision-making processes
- Establish two-way dialogue that gives both sides the opportunity to exchange views and information, to listen, and to have their issues heard and addressed
- Seek inclusiveness in representation of views, including women, vulnerable and elderly people, and/or minority groups
- Adopt processes free of manipulation, interference, intimidation, or coercion and free of charge for participation
- Develop clear mechanisms for receiving, documenting, and responding to people's concerns, suggestions, and complaints
- Incorporate feedback into Project or program design and report back to stakeholders in a reasonable time.

The Project will undertake a process of engagement in a manner that provides the affected communities with opportunities to express their views on project risks, impacts, and mitigation measures and that allows the Project to consider and respond to them. The engagement process will support and facilitate the free, prior, and informed consultation and participation of impacted communities.

The Project has established a community grievance mechanism to receive and facilitate resolution of the affected communities' concerns related to the Project's environmental and social performance. The community grievance mechanism will be scaled to the risks and impacts that will address concerns promptly through a clear, transparent and culturally appropriate process. The Project will inform the affected communities about the grievance mechanism during its community engagement process.

3.2.2. Equator Principles

An additional guide on international standards for stakeholder engagement the Project will apply is contained in The Equator Principles IV (The Equator Principles Association, 2020). These Principles set out environmental and social criteria and guidelines for the financing of projects by EPFIs. Specifically, Principles 5 and 6 outline the main consultation, disclosure of information, and grievance management requirements, which are as follows:

- The Project will consult with Project-affected communities in a structured and culturally appropriate way.
- Consultation should be "free" (free from external manipulation, interference, coercion, or intimidation), "prior" (timely disclosure of information), and "informed" (relevant, understandable, and accessible information), and it should apply to the entire Project process.

The consultation and disclosure process shall include the following considerations:

- Consultation will be tailored to meet the needs of the affected communities in terms of language, their decision-making processes, and the specific needs of disadvantaged or vulnerable groups.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 17 of 55

- Disclosure of some documentation about the Project, especially non-technical summaries of Project documents will be made available to the public.
- Document the stakeholder engagement process and report the results of consultation with the public.
- Establish a community grievance mechanism to consider concerns from impacted communities promptly, transparently, and in a culturally appropriate manner.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 18 of 55

4. STANDARDS AND COMMITMENTS

4.1. Lender Alignment

The Rovuma LNG Project is being developed in accordance with relevant lender standards designed to manage environmental and social risks, including the IFC Performance Standards. EML as the Area 4 Delegated Operator is committed to developing and implementing measures to comply with the requirements of these Standards. These commitments and progress in implementing them are reviewed as part of the initial lender due diligence of the Project and through ongoing monitoring by an IESC.

Error! Reference source not found. illustrates areas of alignment between the IFC Performance Standards (PS 1 and PS 7), the Project's environmental & social impact and risk assessment and management measures and this SEMP. It is not intended as a comprehensive catalog of relevant documentation or commitments.

Table 2 Lender Alignment Summary

IFC Performance Standard	Performance Standard Summary	Project Relevance	EIA References
Performance Standard 1: Assessment and Management of Environmental and Social Risks and Impacts	Requires project proponents to identify and evaluate environmental and social risks and impacts of projects; implement environmental and social management systems; and enact adequate stakeholder engagement and grievance management mechanisms	The complexity of the Project and the extent of its potential environmental and social impacts necessitate an Environmental and Social Impact Assessment with supporting management plans	Entire EIA and additional studies and surveys of the PAOI
Performance Standard 6: Biodiversity, Conservation and Sustainable Management of Living Natural Resources	Requires projects to protect biodiversity and ecosystem services by applying the mitigation hierarchy and achieving no net loss or net gain in critical habitats. It emphasizes identifying ecosystem services that local communities depend on and assessing how project impacts may affect them.	Meaningful consultation with affected communities and relevant experts to understand biodiversity values, traditional knowledge and resource use is warranted. Ongoing disclosure, participation and grievance mechanisms where impacts on natural resources or livelihoods may occur.	Entire EIA and additional biodiversity studies
Performance Standard 7: Indigenous Peoples	Promotes respect for the human rights, culture, knowledge, and practices of Indigenous Peoples through impact avoidance, culturally appropriate engagement and participation in project benefits, and in some cases, Free, Prior, and Informed Consent (FPIC)	No Indigenous Peoples are known to be impacted by the Project	N/A

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 19 of 55

4.2. Project Standards

ExxonMobil Operations Integrity Management System (OIMS) as well as the Socioeconomic Management Standard⁵ both as adopted by EMLL as Operator of Rovuma, apply to stakeholder engagement and grievance management as follows:

- OIMS System 1-1 – Management Leadership, Commitment and Accountability: the requirement to establish Management Systems for Operations Integrity (OI). Managers and supervisors demonstrate commitment and personal accountability to them through active and visible participation.
- OIMS System 2-1 – Risk Assessment and Management: the requirement to identify and manage risks.
- OIMS System 4-2 – Compliance with Laws, Regulations and Permits: the requirement to comply with applicable laws, regulations, permits, licenses, and other legally binding requirements or agreements
- OIMS System 6-5 – Environmental Management: the requirement to identify and assess significant environmental aspects (including socioeconomic) and to develop mitigations.
- OIMS System 10-1 – Community Awareness: the requirement that addresses communication and interaction with employees, contractors, government, law enforcement officials, NGOs, the media, and local communities where Project operations could have an impact on the communities. The review of grievances, status, statistics, and issues is a required activity within this element.
- OIMS System 11-1 – OIMS Assessment: the requirement for periodic internal and external assessment of the performance of the OIMS systems.

ExxonMobil's internal Socioeconomic Management Standard also provides guidance on how socioeconomic issues will be identified, with specific consideration given to the following:

- Consultation with relevant communities, government officials, and appropriate stakeholder organizations or individuals to share information, solicit opinions/ideas/feedback, and respond to expressed concerns
- Identification of potential socioeconomic issues and risks including, but not limited to, management of cultural and heritage properties, interaction with indigenous and/or vulnerable populations, involuntary resettlement, compensation, employment and training, and the procurement of goods and services
- Development of appropriate prevention (or enhancement), control, mitigation, and monitoring strategies related to potential socioeconomic issues and impacts

4.3. EIA Commitments

The Project EIA has identified multiple needs for effective stakeholder engagement. Commitments to stakeholder engagement made in the EIA are summarized in the following table.

⁵ While these are ExxonMobil's companywide policies and standards, and Corporate separateness does apply, ExxonMobil affiliates around the world are expected to adhere to them. This includes their applicability to Rovuma via the designated Operator of Rovuma, EMLL.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 20 of 55

Table 3 EIA Commitments

Reference	EIA Commitment
EIA -13.2.2	Conducting consultation processes that achieve free, prior and informed participation of affected people and communities (including hosts) in decision-making related to resettlement, and continuing participation during implementation and monitoring/evaluation
EIA -13.2.4	The Project will cooperate with the National Fisheries Administration (ADNAP) toward establishing agreed upon Grievance Procedures (grievances related to fishing activities)
EIA -13.2.4	The Project will develop and maintain positive working relationships with the fishing community and community leadership to raise awareness of Project activities directly and indirectly impacting fishing and intertidal gathering activities, and work with communities to develop appropriate mitigations and methods for communications
EIA -13.2.4	The Project will take into consideration the sociocultural, faith-based and ethnolinguistic sensitivities of the host communities, especially regarding the resettlement of fishing communities, which are composed of migrants from other regions and country
EIA -13.3.1	The Project will communicate and maintain ongoing engagement with tourism operators regarding Project activities such as the parameters of safety exclusion zones, and implementation of a Grievance Mechanism for raising Project-related concerns.
EIA 13.3.2	As a good neighbor, the Project will support tourism initiatives by encouraging Government investment of Project revenue into Cabo Delgado Province, and specifically Palma District, to support Government's tourism and economic development policies. The Project will also raise awareness internally among Project staff on the available tourism facilities and excursions (e.g. diving, fishing) in the area
EIA -13.4.1	The Project will facilitate representative local and regional development forums to identify potential economic and social development initiatives and potential implementing partners, driven by provincial and district level development plans and objectives
EIA -13.4.3	The Project will work alongside Government, NGO and donor community to encourage revenue distribution to Cabo Delgado Province and Palma District, in support of regional and provincial government capacity building, governance and civil society empowerment
EIA -13.6.4	A SEP will be implemented to ensure fair recruitment from different Communities
EIA -13.6.4	The Project will maintain a Grievance Mechanism to address community grievances around local employment and procurement. The Grievance Mechanism will outline procedures for the resolution of grievances such as holding discussions with the communities to determine possible solutions, and will ensure an assessment of the community's satisfaction

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 21 of 55

Reference	EIA Commitment
EIA -13.6.5	Recognizing public sector leadership and mandated responsibilities for economic development, Project will facilitate engagement with central, provincial and District-level to understand the private sector role in supporting achievement in government policies, plans and objectives
EIA -13.7.2	The Project will collaborate with Maritime Authorities and ADNAP to establish a Grievance Procedure for reporting grievances related to maritime activities through appropriate communication and engagement with relevant stakeholders
EIA -13.6.1	The Project will facilitate ongoing engagement between relevant stakeholders, in support of regional and provincial government capacity building, governance, revenue management and civil society empowerment. The Project will facilitate this engagement to enhance Government's capacity in the execution of its Project related roles and responsibilities (e.g. permits & licensing, and approvals, law and order and border control, land-use planning and infrastructure,) and to invest effectively in economic and social development initiatives
EIA -13.7.3	There will be ongoing engagement with stakeholders from the shipping national and regional cabotage sector regarding maritime activities, and to communicate specific Project information (e.g. exclusion zone)

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 22 of 55

5. PRIOR STAKEHOLDER ENGAGEMENT

5.1. Early (EIA Study) Engagements

Before EMMI's involvement, the Project was granted 6,253 hectares of land through the *Direito de Uso e Aproveitamento da Terra* (DUAT) granting process. AMA1 and Eni East Africa, S.p.A. (EEA) were then Project Sponsors for the Mozambique Gas Development Project in Palma District, Cabo Delgado Province, Mozambique. Beginning in 2011, AMA1 carried out a series of consultations with communities within and adjacent to the proposed Project development site. The consultations focused on AMA1's gas exploration, its discoveries, and the requirement of land on which to construct the LNG plant and auxiliary facilities.

As part of the EIA and the RP, AMA1 developed a comprehensive Stakeholder Engagement Framework to support sustained engagement with government entities, local communities, non-governmental organizations (NGOs), and other stakeholders. Key milestones included:

- 23 August - 27 September 2013: Draft EIA Report and Environment & Social Management Plan (ESMP) were released for public comment, later extended to 31 Oct 2013 due to document volume and complexity.
- 09 - 12 September 2013: Public meetings held in Palma, Pemba, and Maputo to present Impact Assessment findings and gather feedback. During the meeting participants requested that the EIA Team facilitate further meetings in Palma District at a community level.
- 16 - 18 October 2013: Additional public meetings held in Maganja, Quitupo, and Senga with Community Representatives.

Besides these formal and structured engagements, a series of focus groups and public, individual, and community meetings with key stakeholder groups were held throughout the period aiming to provide stakeholders with information about activities that could affect them and to understand their issues and concerns related to Project development. Notice boards in local villages were also used to disseminate updates.

On 22 February 2018, the Ministry of Land, Environment and Rural Development (MITADER) under the terms of the Environmental Law 20/97 of October 1 and in accordance with Article 6, paragraph 1, subparagraph j of Chapter I of the Environmental Regulation for Petroleum Operations (Decree 56/2010 of November 22), issued Environmental License No. 10/2018 to EEA, approving implementation of infrastructures exclusive to Area 4 covering the scope of the Project in Afungi, Palma District, Cabo Delgado Province.

5.2. Area 4 Project Initial Activities

Since the completion of the EIA, Project scopes and proponents evolved. In 2021, security conditions in northern Mozambique prompted a pause in Project activities. Before the pause, limited on-site work had been completed, including the implementation of the Resettlement Plan (led by TEPMA1) and early construction of the Area 4 Pioneer Camp. A Stakeholder Engagement Management Plan (2019) was developed to guide engagement with key stakeholders including government, community leaders, and civil society. Engagement at that time focused on introducing the Area 4 Project, outlining licensing and authorization requirements for pioneer camp construction, and coordinating community-focused activities such as local recruitment,

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 23 of 55

environmental and socioeconomic pre-construction surveys, and pilot community investment programs. A Civil Society Organizations Forum was also held in Maputo, bringing together NGOs, academia, and other groups to promote dialogue and transparency around project activities.

5.3. Evolving Context in Palma

Throughout the pause, the Project updated its design and execution strategy and, in beginning of 2024 the Project began initial re-start to Project activities, including assessing and incorporating the changes in the surrounding environment. Several studies were conducted in 2023 and 2024 on behalf of Area 1 and Area 4 that provided an updated landscape of the socioeconomic conditions of the area. These studies included:

- Socioeconomic Characterization of Physically and Economically Displaced Households;
- Community Health Baseline and Impact Assessment;
- Palma Household and BIBO surveys;
- Update of specific community profiles

The process included an extensive stakeholder mapping process which delineated the most influential stakeholders across community levels, Community and Civil Society Organizations (CSO) / Non-Governmental Organizations (NGO), and government sectors. These consultations were pivotal in better understanding the current landscape and power dynamics essential for the redefinition of this plan.

The Project stakeholders have expressed positive views of the development of hydrocarbon in the areas. Participants in the focus group discussions and community key informants described the Project as potentially transformative for directly and indirectly affected communities. Similarly, the government authorities see the Project as a paramount promoter of large-scale socioeconomic development at the district, provincial, and national levels, which may attract many subsequent investments to the province.

At the community level, the process mapped and identified a complex network of influential figures within 41 communities in Palma. The mapping report suggests a dynamic interplay between formal (elected community leaders recognized by the district government) and informal (informal influencers like youth and women) leadership affecting community engagement and project outcomes - the traditional leadership, while holding formal power and government backing, is sometimes viewed as misaligned with community interests, prompting alternative leaders to emerge based on trust, respect, and contribution to community welfare. Religious leaders and community judges also carry significant sway, especially in the predominantly Muslim regions.

The mapping exercise was comprehensive, encompassing a diverse range of 45 CSOs, NGOs, and international non-governmental organizations (INGOs). These entities varied widely, from local associations to national NGOs and even networks of organizations. In the Palma District, the mapping exercise identified organizations that primarily fulfil a social development mission in their daily operations. The above-mentioned groups, particularly the sports and religious organizations, command a substantial presence within the community, captivating the attention of important groups such as the youth.

There is also important presence of associations of economic agents, which represent the interest of small business owners and entrepreneurs. They serve as a collective voice for the economic community, advocating for resources and opportunities to support trade investments. Additionally,

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 24 of 55

they provide a network for members to share knowledge and information, access business services, and collaborate on initiatives that can improve their collective business efforts. NGOs that focus on advocacy for human rights and the environment focus on fostering citizen engagement in decisions pertaining to natural resources and environmental protection in alignment with the national regulatory framework.

The landscape of stakeholder relationships has shifted dramatically due to prolonged conflict and the resulting displacement of large segments of the local population. What was once a network of relatively stable community ties has become fragmented as internal displaced people struggle with insecurity, loss of livelihoods and shifting priorities.

The presence of major international actors such as TEPMA1 and EMMML introduced both opportunities and challenges. While many community members initially welcomed increased engagement and the promise of economic investment, repeated consultations and overlapping outreach efforts may have contributed to a sense of stakeholder fatigue. This evolving context requires careful recalibration of engagement strategies, with a focus on coordination, genuine responsiveness and trust building to avoid further eroding local confidence. Engagement should be needs driven and outcome oriented, clearly communicating what the company can and cannot deliver and focusing on visible actions that respond to expressed priorities. Over time, consistency, coordination between the operators and demonstrated follow-through should form the foundation of sustainable stakeholder relationships.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 25 of 55

6. STAKEHOLDER ENGAGEMENT PROGRAM

The Project, primarily through the Socioeconomic Management team, will have responsibility for the establishment and stewardship of the stakeholder engagement program. The program will form the basis of future engagement activities, specifically with respect to stakeholders, issues, forms of engagement, and priorities.

6.1. Principal Stakeholder Groups and Issues

Table 4 summarizes the key stakeholder groups that are anticipated to be the focus of the Project's engagement program. For each group, it outlines their key interest/issues, proposed engagement mechanism, frequency of engagement and project milestones, along with indicative timing and responsible parties.

Table 4 Principal Stakeholder Group, Engagement Mechanism and Frequency

Stakeholder Group	Key Interests/Issues	Engagement Mechanism	Indicative Frequency, Project Milestone Timing	Involved Functions/Teams
Central Government				
Government of Mozambique (GoM) – Central Government	• Project & business update • Project potential benefits, including community investment and Local Content	• Project Update Meetings • Reporting	Quarterly and at specific key Milestones: • FID Announcement • Early Works Start • LNG Plant Construction Start • LNG Plant Early Gas • First LNG Cargo	• LCM • PGA • Socioeconomic
Ministry of Mineral resources and Energy (MIREME)	• Project & business update • Petroleum Regulation • Permit and Licensing • Project potential benefits, including community investment and Local Content	• Project Update Meetings • Reporting	Quarterly, ad hoc engagement (as needed), and at specific key Milestones: • FID Announcement • Early Works Start • LNG Plant Construction Start • Well Drilling Start • LNG Plant Early Gas • First LNG Cargo	• LCM • Environment & Regulatory • Socioeconomic • PGA
Ministry of Agriculture, Environment, and Fisheries (MAAP)	• Project & business update • EIA processes • Environmental licensing • Environmental impacts assessment reviews	• Project Update Meeting • Annual environmental reporting • Annual audits • Reporting	Quarterly, ad hoc engagement (as needed), and at specific key Milestones: • EMP Update • FID Announcement • Early Works Start • LNG Plant Construction Start • LNG Plant Early Gas • First LNG Cargo	• PGA • Environment & Regulatory • Socioeconomic

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 27 of 55

Stakeholder Group	Key Interests/Issues	Engagement Mechanism	Indicative Frequency, Project Milestone Timing	Involved Functions/Teams
Ministry of Labour, Gender and Social Affairs	• Workforce relations • Workforce recruitment (work permit) • Workforce development and trainings • Labour inspections	• Project Update Meetings • Audits & Inspections • Workforce Reporting	Quarterly, ad hoc engagement (as needed), and for specific key topics: • Contractor mobilization • Workforce forecast • Employment and demobilization • Camps conditions	• Socioeconomic
Media	• Project potential benefits and effects, including key milestones and schedule	• Press Release • Network Forums and Events	Engagement (as needed) and at specific key Milestones: • FID announcement • LNG Plant Construction Start • Offshore Drilling starts • First Production • LNG Plant Early Gas • First LNG Cargo	• PGA • Socioeconomic
Export Credit Agencies or Lenders (and their consultants e.g. IESC)	• Project potential benefits, effects, key activities, and schedule	• Meetings • Monitoring visits • Reporting	• Periodic engagement	• Lender Interface • Socioeconomic
Bilateral Groups (e.g., World Bank, International Monetary Fund)	• Potential economic benefits for the government of Mozambique	• Periodic briefings and meetings	• Periodic engagement	• LCM • PGA • Lender Interface
Co-Venture Companies	• Project activities and schedule	• Meetings and reporting	• Periodic engagement	• LCM • Joint Interest • Socioeconomic

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 28 of 55

Stakeholder Group	Key Interests/Issues	Engagement Mechanism	Indicative Frequency, Project Milestone Timing	Involved Functions/Teams
Civil Society Organizations	• Project information sharing • Project environmental and socioeconomic potential impacts and mitigation measures • Community investment initiatives	• Meetings and workshops	Periodic engagement (as needed) and at specific key Milestones: • FID Announcement • Early Works Start • LNG Plant Contraction Start • First LNG Cargo	• Socioeconomic • Planning & Interface
Area 1 Operator (TEPMA1)	• Corporate responsibility and good governance • Environmental and social impacts and risks mitigation • Aligning / information sharing - community engagement, grievance mechanism, and other SMPs	• Management briefings, technical workshops, and joint working groups	Weekly and ad hoc engagements (as needed).	• Environment & Regulatory • Socioeconomic
Provincial				
Governor of Cabo Delgado Province	• Project update • Project potential environmental and social impacts • Local Content and Community Investment Programs • Land access	• Regular briefings, meeting updates	Quarterly, ad hoc engagement (as needed), and at specific key Milestones: • FID Announcement • Early Works Start • LNG Plant Contraction Start • LNG Plant Early Gas • First LNG Cargo	• Socioeconomic • PGA

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 29 of 55

Stakeholder Group	Key Interests/Issues	Engagement Mechanism	Indicative Frequency, Project Milestone Timing	Involved Functions/Teams
Provincial Secretary of State	• Project update • Project potential environmental and social impacts • Local Content and Community Investment Programs • Land access	• Regular briefings, meeting updates	Quarterly, ad hoc engagement (as needed), and at specific key Milestones: • FID Announcement • Early Works Start • LNG Plant Contraction Start • LNG Plant Early Gas • First LNG Cargo	• Socioeconomic • PGA
Provincial Service of Infrastructure (SPI)	• Regulation of mining license • Regular project update and reporting • Permit and Licensing • Electricity supply to the site • Maintenance of road infrastructure	• Meetings and reporting	Quarterly, ad hoc engagement (as needed), and at specific key Milestones: • EMP Update • FID Announcement • Early Works Start • LNG Plant Contraction Start • LNG Plant Early Gas • First LNG Cargo	• Environment & Regulatory
Provincial Services of Environment (SPA)	• Regulation of environmental license • Environmental impacts • Project environmental performance	• Meetings and reporting	Quarterly, ad hoc engagement (as needed), and at specific key Milestones: • EMP Update • FID Announcement • Early Works Start • LNG Plant Contraction Sart • LNG Plant Early Gas • First LNG Cargo	• Environment & Regulatory

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 30 of 55

Stakeholder Group	Key Interests/Issues	Engagement Mechanism	Indicative Frequency, Project Milestone Timing	Involved Functions/Teams
Labor Department	• Labour standards in the Project • Union management • Project immigration	• Meetings and reporting	Quarterly, ad hoc engagement (as needed), and concerning the topics of : • Contractor mobilization • Workforce forecast • Employment and demobilization • Camps conditions	• Socioeconomic
Ara Centro-Norte (Water Authority)	• Income from license agreement • Project monitoring	• Meetings and reporting	Quarterly, ad hoc engagement (as needed), and at specific key Milestones: • FID Announcement • Early Works Start • LNG Plant Contraction Start • LNG Plant Early Gas • First LNG Cargo	• Environment & Regulatory
Provincial Directorate of Fishing	• Project potential impacts on fishing activities	• Meetings and reporting	Quarterly, ad hoc engagement (as needed), and at specific key Milestones: • EMP Update • FID Announcement • Pipeline Corridor Dredging Start • Offshore Drilling Start, • Subsea Equipment Installation Start • Upstream First Production Start • First LNG Cargo	• Socioeconomic • Environment & Regulatory

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 31 of 55

Stakeholder Group	Key Interests/Issues	Engagement Mechanism	Indicative Frequency, Project Milestone Timing	Involved Functions/Teams
Women and Social Affairs Department	• Project potential benefits regarding programs for women, children, the elderly and persons with disabilities. • Women in the workplace • Education and training	• Meetings and workshops	Quarterly, with ad hoc engagement as needed Key Milestones: • FID Announcement • Early Works Start • LNG Plant Construction start • LNG Early Gas • First LNG Cargo	• Socioeconomic • PGA
Department of Agriculture	• Land acquisition and compensation • Land disputes	• Meetings and regular briefings	Quarterly, ad hoc engagement (as needed), and at specific key Milestones: • FID Announcement • Early Works Start • LNG Plant Construction Start	• Socioeconomic
District Level				
District Administrator and Permanent Secretary	• Project & business update • Local employment status • Community Investment programs • Permit and licensing • Grievance Mechanism	• Regular briefings, Meetings and reporting • Roadshows	Quarterly, ad hoc engagement (as needed), at specific key Milestones: • FID • LNG Plant Construction Start • LNG Plant Early Gas • First LNG Cargo and concerning contractor mobilization, employment, workforce forecasts, and workforce demobilization	• Socioeconomic

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 32 of 55

Stakeholder Group	Key Interests/Issues	Engagement Mechanism	Indicative Frequency, Project Milestone Timing	Involved Functions/Teams
District Services Directors and technicians (SDPI, SDAE, SDEJT)	• Project update • Infrastructure and services • Community investment programs • Site inspections • Grievance Mechanism	• Regular briefings, Meeting, reports, and site visits/inspections	Quarterly, ad hoc engagement (as needed), at specific key Milestones: • FID • LNG Plant Construction Start • LNG Plant Early Gas • First LNG Cargo and concerning contractor mobilization, employment, workforce forecasts, and workforce demobilization	• Socioeconomic
Chiefs Administrative Post and Chiefs Locality	• Project update and information sharing • Land use and safety-related restrictions • Local employment and training • Community investment programs • Community engagement and grievance management	• Regular briefings, Meetings, site engagements,	Quarterly, ad hoc engagement (as needed), at specific key Milestones: • FID • Early Works • LNG Plant Construction Start • LNG Plant Early Gas • First LNG Cargo and concerning contractor mobilization, employment and workforce demobilization	• Socioeconomic

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 33 of 55

Stakeholder Group	Key Interests/Issues	Engagement Mechanism	Indicative Frequency, Project Milestone Timing	Involved Functions/Teams
Village/Neighborhood Leaders/Secretaries and Chiefs	• Project update and information sharing • Local employment • Community investment programs • Environmental and social impact mitigation measures, including community health, safety, and security and PIIM • Grievance Mechanism	• Meetings, site engagements	Quarterly, ad hoc engagement (as needed), at specific key Milestones: • FID • Early Works • Contractor mobilization • Employment and demobilization • LNG Plant Construction Start • LNG Plant Early Gas • First LNG Cargo and concerning contractor mobilization, employment and workforce demobilization	• Socioeconomic
Religious Leaders	• Project update and information sharing • Environmental and social impact mitigation measures • Grievance Mechanism	• Periodic meetings, focus group discussions, and community events	Quarterly, ad hoc engagement (as needed), and at specific key Milestones: • FID • Early Works Start • LNG Plant Construction Start • LNG Plant Early Gas • First LNG Cargo	• Socioeconomic
Schoolteachers, Traditional Healers	• Project update and information sharing • Community investment programs • Grievance Mechanism	• Periodic meetings, focus group discussions, and community events	Quarterly, ad hoc engagement (as needed) and at specific key Milestones: • FID • Early Works Start • LNG Plant Construction Start • LNG Plant Early Gas • First LNG Cargo	• Socioeconomic

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 34 of 55

Stakeholder Group	Key Interests/Issues	Engagement Mechanism	Indicative Frequency, Project Milestone Timing	Involved Functions/Teams
Communities Affected by the Project's Transportation Operations	• Project construction schedule and key transportation routes • Land access • Potential community health and safety impacts • Grievance Mechanism	• Community meetings, school engagement program, and dedicated events • Flyers/newsletters/posters	Quarterly, ad hoc engagement (as needed), at specific key Milestones: • FID • Early Works Start • LNG Plant Construction Start • Offshore Pipeline Construction Start • LNG Plant Early Gas • First LNG Cargo and concerning contractor mobilization	• Socioeconomic

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 35 of 55

Stakeholder Group	Key Interests/Issues	Engagement Mechanism	Indicative Frequency, Project Milestone Timing	Involved Functions/Teams
Local Community Level				
Project-Affected Local Communities in and around the DUAT Area	• Project update and information sharing • Land use and safety-related restrictions in the vicinity of above-ground installations • Community baseline studies and census • Changing social structures, cohesion, and culture • Community investment programs, including Monitoring and evaluation activities • Local business development • Emergence of new opportunities associated with construction operations (e.g., Right-of-Way, community conservation activities) • Local employment opportunities • Community Health, Safety, Security and PIIM issues (e.g., HIV/ AIDS) • Grievance Mechanism	• Regularly scheduled engagements (formal and informal meetings with, road shows, flyers/newsletters/ posters, and videos	Monthly, ad hoc engagement (as needed), at specific key Milestones: • FID • Early Works Start • LNG Plant Construction Start • LNG Plant Early Gas • First LNG Cargo and concerning contractor mobilization, employment, workforce forecasts, and workforce demobilization	• Socioeconomic

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 36 of 55

Stakeholder Group	Key Interests/Issues	Engagement Mechanism	Indicative Frequency, Project Milestone Timing	Involved Functions/Teams
Project-affected neighborhoods adjacent to the project shorebase and transportation routes to laydown yards	• Project update and information sharing • Land use and safety-related restrictions in the vicinity of above-ground installations • Local business development • Local employment opportunities • Community Health, Safety, Security and PIIM issues (e.g., HIV/ AIDS) • Grievance Mechanism	• Regularly scheduled engagements (formal and informal meetings with, road shows, flyers/newsletters/ posters, and videos	Quarterly, ad hoc engagement (as needed), at specific key Milestones: • Contractor mobilization • Workforce forecast • Employment and demobilization • LNG Plant Construction Start • LNG Plant Early Gas • First LNG Cargo and concerning contractor mobilization, employment, workforce forecasts, and workforce demobilization	• Socioeconomic
Women, Youth, and Disabled groups	• Project update and information sharing, • Unforeseen physical and/or economic displacement • Local employment and training opportunities • Community investment programs • Consultation process • Grievance Mechanism	• Community meetings, focus group discussions, and community events with, road shows, flyers/newsletters/ posters, and videos	Monthly, ad hoc engagement (as needed), at specific key Milestones: • FID • LNG Plant Construction Start • LNG Plant Early Gas • First LNG Cargo and concerning contractor mobilization, employment, workforce forecasts, and workforce demobilization	• Socioeconomic

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 37 of 55

Stakeholder Group	Key Interests/Issues	Engagement Mechanism	Indicative Frequency, Project Milestone Timing	Involved Functions/Teams
NGOs and Community-Based Organizations	• Project & business update • Project activity schedule and milestones • Project potential impacts and mitigation measures • Community investment programs • Local content matters • Grievance Mechanism	• Meetings, workshops and multi-stakeholder forums, and reports	Monthly, ad hoc engagement (as needed), at specific key Milestones: • FID • Early Works Start • LNG Plant Construction Start • LNG Plant Early Gas • First LNG Cargo and concerning employment and workforce demobilization	• Socioeconomic
Local Businesses	• Project update and information sharing • Local supply and transparent procurement procedures • Local business development • Local employment, training and other labour relations matters • Community investment initiatives • Local content matters • Grievance Mechanism	• Periodic meetings with Project Field Business Development officers • Supplier Forums, Roadshows	Monthly, ad hoc engagement (as needed), at specific key Milestones: • FID • Early Works Start • LNG Plant Construction Start As needed re: employment and workforce demobilization	• Socioeconomic

6.2. Locally Based Stakeholders Focus

The local government and community-based stakeholders represent a unique and critical group as their active participation, insights and endorsement are important to achieving successful outcomes. Gathering their input helps facilitate alignment with broader development goals, reduces risks of delays or conflicts and creates a foundation for collaborative problem solving. Accordingly, particular attention will be given to the entities identified in Table 6-2.

It is important to note that the stakeholder landscape is dynamic and may evolve over time; therefore, the table below is indicative rather than exhaustive and updates to stakeholder identification and engagement tactics are a continuous exercise throughout the Project lifecycle as detailed below (Section 6.3). Stakeholders who are not explicitly identified may still be relevant and will be considered and engaged as appropriate.

Table 5 Palma-Based Stakeholder Groups

Palma District Government	Afunji/DUAT Surrounding Communities	Palma-Sede Neighborhoods	Mute Locality Communities	Other Localities
District Administrator	Village Leadership	Village Leadership	Village Leadership	Village Leadership
Permanent Secretary	Religious Leaders	Religious Leaders	Religious Leaders	Religious Leaders
District Services Directors	Community Committees	Community Committees	Community Committees	Community Based organizations (CBO) and associations
District Service Technicians	Community Based organizations (CBO) and associations	Community Based organizations (CBO) and associations	Community Based organizations (CBO) and associations	Women Association or Groups
Chief Administrative Posts	Women Association or Groups	Women Association or Groups	Women Association or Groups	Community households
Chief Localities	Community households	Community households	Community households	
Civil Society Organizations (CSO – “ <i>Plataforma da Sociedade Civil de Palma</i> ”)				

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 39 of 55

6.3. Engagement Approach: Engagement Forms, Information Disclosure and Information Management Tools

The Project will apply a variety of engagement and disclosure methods tailored to stakeholder needs. Approaches will be adapted or expanded as necessary to ensure effective and culturally appropriate interaction.

This approach aims to support transparent communication, inclusive participation, timely issue resolution, and strong relationships with stakeholders. The engagement strategy uses a mix of structured and informal methods, including:

- Public activities: community awareness roadshows, community meetings, and capacity-building initiatives.
- Information dissemination: newsletters, reports, noticeboards, mass media, the Project website, and other tailored communication materials.
- Direct consultations: individual meetings, focus groups (including women, youth, and minority groups), and perception surveys.
- Community liaison structures: CLOs and VLOs daily interactions/engagements.

Engagement techniques will be selected based on context, considering factors such as cultural sensitivities, stakeholder interest, issue complexity, potential impacts, and desired outcomes. Engagement priorities and target groups may shift over the Project lifecycle, with more intensive engagement for those most directly affected.

The Project will record and analyze stakeholder concerns and share responses through established feedback mechanisms. Continuous monitoring (Section 10) will support adjustments to improve engagement effectiveness and outcomes for stakeholders, particularly affected communities.

The Project will utilize a number of approaches and tools to identify and manage stakeholders as well as plan and implement the necessary engagements. These approaches and tools will evolve based on real-time learnings by the organization, and include:

- **Stakeholder identification and register** – relevant stakeholders will be identified through a variety of approaches including the use of studies and surveys, networking with existing stakeholders, and during engagement activities, among others. The identified stakeholders will be entered into the Project's information management platform including individual and entity contact, location, and initial relationship owner within the Project.
- **Stakeholder mapping** – the contact and relational information on stakeholders included in the Project information management platform will be reviewed and updated on a regular basis, for key stakeholders. These key stakeholders will also be assessed on their influence, interest, and topics that they are interested in to understand the frequency and basis for engaging them. The information management platform will be accessible by the Project team in all Project locations.
- **Engagement planning** – the Community Affairs organization will utilize a tool to plan engagements founded on Project milestones/key activities (e.g., the start of Early Works) and the assessment of the various key stakeholders in the information management

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 40 of 55

platform. This engagement planning tool is evergreen and subject to updates and modifications frequently.

- **Engagement register** – once engagements are conducted, information about each engagement will be entered into the Project information management platform. The date, time, location, number of participants, linkages to the key stakeholders, a summary of the engagement, any resulting actions (which can be assigned in the platform to Project team members), scans of any meeting minutes/notes, and photographs are expected to be captured in the platform.

6.4. Considerations on Disadvantaged or Vulnerable Groups

The IPIECA definition⁶ of disadvantaged and vulnerable groups includes people or groups that may be disproportionately impacted by Project activities. The Project will share and disclose information with disadvantaged and potentially vulnerable groups, incorporating inclusive approaches and adapting engagement methods, communication techniques and channels to address their specific needs.

Stakeholder analysis and engagement will be conducted in a gender-responsive, culturally sensitive, non-discriminatory, and inclusive manner, ensuring that potentially affected vulnerable and disadvantaged groups, including IDPs, are identified and provided opportunities to participate.

Specific actions, as recommended by IPIECA, may include:

- Assessment of location where the engagement takes place to enable that, to the extent possible, meetings and information sessions are hosted in venues and locations that facilitate access to people with disabilities and timing that is suitable for the attendees.
- The use of visuals (e.g. videos, pictures, maps) or performance techniques that can be useful when engaging groups, especially those with lower literacy rates.
- To be inclusive of gender related concerns; create a ‘gender balance’ within the practitioner team (e.g. female CLOs) undertaking engagement; hold gender-specific forums; etc.

6.5. Collaboration & Interface with Area 1 Operator

The Project acknowledges the importance of effective collaboration with Area 1 Operator. Since the inception period both Operators have been strengthening collaboration in a variety of scopes. Shared commercial agreements have been put in place to formalize this collaboration including common and shared facilities, security, resettlement and socioeconomic scope and formal and informal interfaces and collaboration is active and growing.

⁶ “cannot access project/activity information, or are unable to articulate their concerns and priorities due to barriers such as language (e.g. indigenous languages), education (e.g. low literacy rates), religion (e.g. religious restrictions), ethnicity (e.g. cultural sensitivities), gender (e.g. status of women), disability (e.g. limited accessibility), poverty (e.g. digital exclusion), physical access (e.g. remote locations), or timing of meetings (e.g. when undertaking livelihood activities)” (IPECA, 2024).

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 41 of 55

The Socioeconomic Management Team owns the relationship with the A1 Social Performance team and the Resettlement Joint Operation Agreement (RJOA) Working Committee. Planning is underway for technical working groups on topics such as grievance management.

Beyond committees and interface structures the Project expects to work closely with A1 at the field operations level to manage potential issues of local and regional concern and collaborate and engage with affected communities efficiently and effectively to reduce stakeholder fatigue and manage potential cumulative impacts.

This approach is intended to support consistency of stakeholder engagements in the Rovuma basin area, to avoid confusion, to minimize stakeholder fatigue and frustration, and to provide clarity between the Area 1 and Area 4 activities.

Areas of potential harmonization and collaboration at the local and regional level include, but are not limited to:

- Stakeholder engagement approaches and schedules
- Community grievance management processes
- Community health, safety, and security risk management
- Community investment and development initiatives
- Local employment recruitment procedures
- Worker welfare and industrial relations management processes
- Emergency response
- Baseline data
- Project Induced Immigration (PIIM)
- Biodiversity management

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 42 of 55

7. GRIEVANCE MANAGEMENT

A core element of the stakeholder engagement program is the community grievance management process. The Project Community Grievance Management Procedure-MZFF-00-EM-HX-PRO-0003 (CGMP) has been designed to address Project-related individual and community grievances. The grievance management process is intended to fairly and promptly receive, assess, respond to, and resolve grievances. It will also provide a mechanism to identify and address trends or systemic sources of issues and/or concern. In addition to the community grievance mechanism, the Project has established complementary grievance mechanisms to address concerns arising in different contexts. These are requirements for contractors and include a workplace grievance mechanism for workers, and a camp grievance mechanism to address issues related to worker accommodation and camp conditions. Together, these mechanisms form a comprehensive framework so that all stakeholder groups have access to appropriate, accessible and context specific avenues for raising and resolving grievances.

7.1. Objectives

The objectives of the Community Grievance Management (CGM) process include:

- Develop and maintain positive relationships with communities affected or potentially affected by Project's activities
- Demonstrate Project's commitment to collect, understand, and be responsive to grievances
- Avoid potential impacts to EMMML explorations, projects, and operational activities by the early identification of concerns
- Analyze trends to drive continuous performance improvement by reducing repeat grievances
- Identify areas of stakeholder interest to enhance engagement and inform business decisions

7.2. Applicability

The terms "grievance", "issues", "concern", and "complaint" are often used interchangeably, and experienced judgment is typically required to distinguish between them. The Project expects to receive formal and informal feedback from stakeholders on a continuous basis. While all feedback is important to review, assess, and respond, the Project has developed its community grievance management procedure to focus on the resolution and rectification of "complaints" only. Although the CGM may be a mechanism through which the below types of feedback are received by the Project; to clarify the application of the CGM, we use the following definitions:

CGM applies to:

- **Complaints** are expressions of specific discontent, negative impact, financial loss or physical harm or an allegation of tangible damage or impact as result of company or contractor actions. Examples of potential complaints include *"the Project construction trucks are creating dusty conditions along the road affecting my residence"* or *"Project equipment destroyed my crops and were not compensated"*.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 43 of 55

CGM is not intended for the types of submissions listed below; such matters are handled through designated alternative mechanisms:

- **Concerns** – items where a stakeholder is concerned/worried about potential impacts and risks for things that have not happened yet or wants to suggest different ways the Project can approach its work. An example might be “*The Project will deplete the school of teachers through its hiring needs*”.
- **Issues** – items where a stakeholder either perceives or hopes that items that are not necessarily Project-related, and therefore out of Project’ control, can be resolved by the Project. Examples might include government-related grievances or legacy issues from other projects.
- **Requests** – items where a stakeholder is asking for something to be given or done, (especially as a favor or courtesy), a solicitation or petition, or a communication requesting something (donation, community project, job, contract, or some other benefit for a group or individual). An example might be “*We would like to request a donation to support my community group?*”
- **Human Resources / Industrial Relations Grievances** - personnel-related complaints, such as pay, overtime, harassment, and working conditions will be managed through processes established by each worker’s employer and their worker’s grievance mechanisms. Additional details on worker-related topics can be found in the Project’s Employment and Workers Relations Management Plan, MZFF-00-EM-HX-PPP-0009.
- **Camp Resident Grievances** – complaints on camp-related items, such as lodging, bed allocation, meals, sanitation, maintenance, etc. will be managed through the Camp Operator and the camp’s grievance mechanism.

7.3. Grievance Management Principles

The core principles for stakeholder engagement and grievance management processes include:

- Providing meaningful information in a format and language that is readily understandable and tailored to the needs of the target stakeholder groups.
- Disseminating information in ways and locations that are easy and accessible for all stakeholder groups.
- Respecting local traditions, languages, timeframes, and decision-making processes.
- Establishing two-way dialogue that gives both sides the opportunity to exchange views and information, to listen to one another, and to have their issues heard and addressed.
- Seeking inclusiveness in representation of views, including vulnerable and minority groups.
- Adopting processes that allow participation free of manipulation, interference, intimidation or coercion, and free of charge.
- Incorporating feedback into the Project decision making process and report back to stakeholders in a reasonable time.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 44 of 55

- Respecting the right to confidentiality i.e. details related to the complaint raised in confidentiality shall not be discussed with any external parties without pre-consent of the grievant. Individuals submitting a grievance may also do so anonymously either by not providing their contact information at the time of submittal or by asking that their name or entity is not recorded.
- Respecting the right to representation i.e. execute the grievant right to a trusted representation (family member, community leader, etc.) at any stage of the resolution process, including legal support as appropriate.
- Verifying that investigation, decisions and outcomes of the grievances are understood and clearly communicated to the grievant.

Participation in the grievance management process does not, in any manner, negate an individual's right to pursue other remedies as provided under Mozambican law. Equally, the Project retains its rights under law to pursue legal remedies. Complaints already registered in the court of law as well as any criminal activity such as bribery, corruption, or fraud recorded as a complaint will be forwarded to the Legal Team, for likely resolution through the justice system, and removed from the Community Grievance Management Procedure.

7.4. Grievance Lodging Channels

Any stakeholder can submit grievance to the Project. This includes individuals, communities, NGOs, and others. The initial receipt of a grievance may come through any Project representative but is most likely to be through the Community Liaison Officer (CLO) during regular community engagements.

Feedback may be submitted verbally (face-to-face or phone call interactions) or in writing through any of the following channels:

- Community Liaison Officers (CLO)
- Any Project, contractor, or subcontractor representatives
- Communication to Village Leaders, Community Committees representatives, or Community Facilitators/Village Liaison Assistants
- Complaint Boxes available in villages
- Community Grievance phone number
- EMMML Office (Av. Julius Nyerere, N° 3412, Maputo, Mozambique)
- Dedicated Grievance E-mail: RovumaLNG.Reclamacao@exxonmobil.com

Grievances may also be reported using all available channels installed by TEPMA1 in Afungi. Both projects will collaborate in this space by channeling related grievances and sharing information on issue trends. The grievance resolution will follow each project's procedures and timeframe.

7.5. The Grievance Management Process

The Community Affairs Team will widely communicate on an ongoing basis the CGM throughout the Project area through a mix of formal awareness programs, ongoing community engagement, and day-to-day informal interactions.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 45 of 55

The grievance management process describes who can submit and receive feedback, how it is categorized, assessed, and stewarded to closure in alignment with the IFC seven steps grievance management process. As depicted in the following figure, the seven steps are:

- 1) Receive
- 2) Acknowledge
- 3) Assess and Assign
- 4) Investigate
- 5) Respond
- 6) Resolve or Appeal
- 7) Follow-Up and Close-Out

The figure and table below capture the actions associated with each step of the grievance management process, identifying responsibilities and the expected timeline for completion. A more detailed description of each step is presented in the CGMP.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 46 of 55

Figure 4 The Grievance Management Process

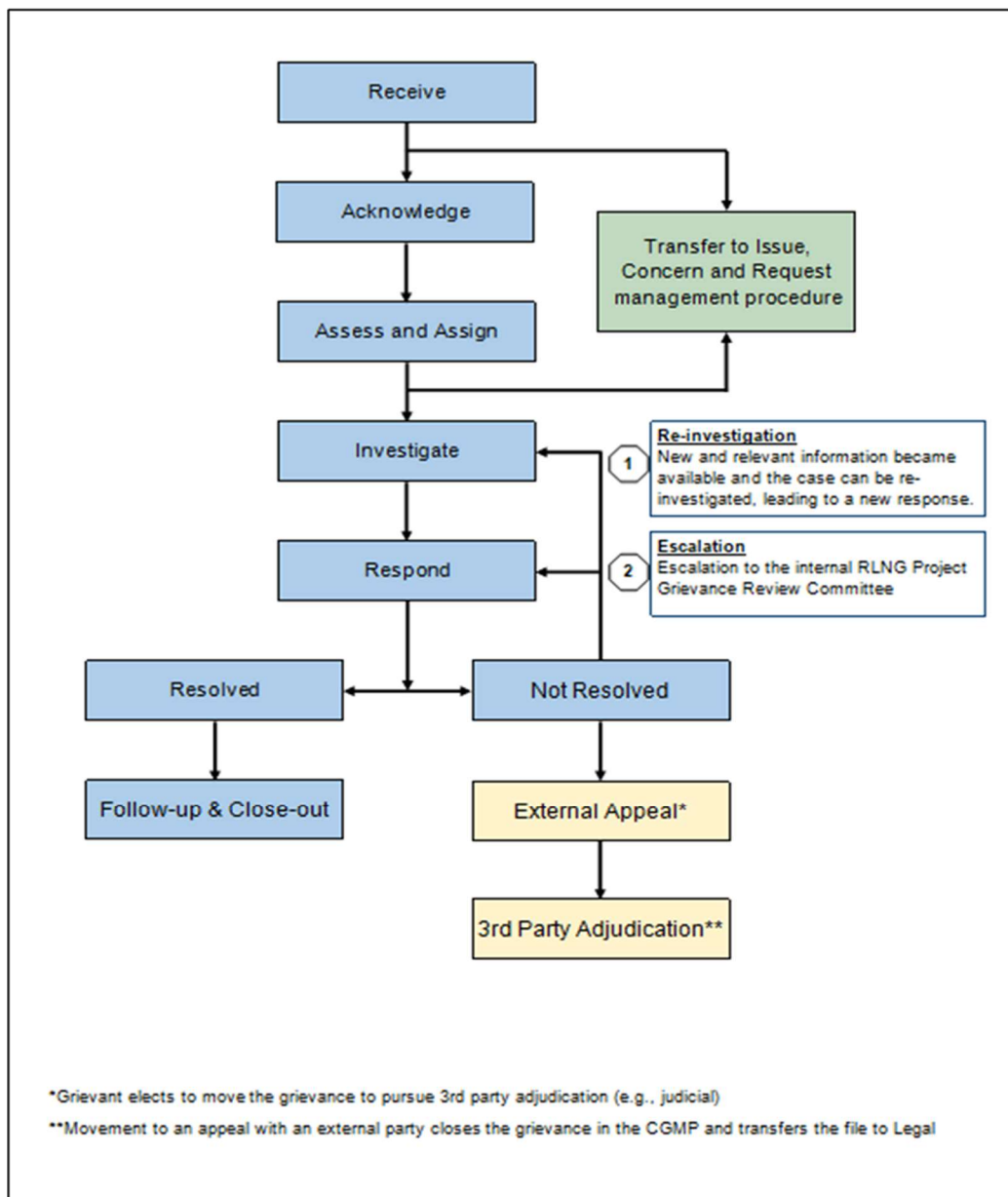


Table 6 Grievance Management Procedure: Accountability, Actions and Timeline

#	GRIEVANCE STEP	ACCOUNTABLE (WHO?)	ACTION (WHAT?)	TIMING (WHEN?)
Phase 1	RECEIVE	- CLO (or Project representative)	- Receive the grievance (face-to-face, call, e-mail, letter, etc.)	DAY 1 -

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 47 of 55

		- Grievant	- Register the complaint in the Grievance Registration Form and IMS	DAY 3
	ACKNOWLEDGE	- CLO - Grievant	- Meet the grievant to: • acknowledge the grievance receipt • explain the CGMP and resolution timeline	DAY 3 - DAY 4
	ASSESS & ASSIGN	- CGC - Business Line - CA Manager	- Classify the grievance - Engage appropriate Business Line - Define the Investigation Team and timeline	DAY 3 - DAY 7
Phase 2	INVESTIGATE	- CLO - CGC - Business Line - Grievant - Village rep.	- Understand grievant' request, expectations - Conduct investigation (inspection, interviews) - Compose Investigation Report with findings - Discuss preliminary outcome of the investigation and possible solutions with Grievant	DAY 8 - DAY 21
Phase 3	RESOLVE OR APPEAL	- CLO - CGC - Business Line - CA Manager - Socioeconomic Manager - Project Grievance Review Committee - Grievant	- Prepare grievance response - Meet the grievant to: • explain the grievance resolution • collect feedback about the resolution	DAY 22 - DAY 30
			Agree - Grievant agrees with resolution and mitigation plan (Resolution Action Plan) - Grievant signs Grievance Resolution Form	
			Not Agreed - Grievant does not agree with the resolution • Identify new information and re-investigate • Escalate to Project Grievance Review Committee to identify other resolution - Meet the grievant to: • communicate the final project decision • collect feedback about the resolution - Explain appeal and monitor decision	
Phase 4	FOLLOW-UP & CLOSURE	- CLO - CGM - Grievant	- Implement agreed resolution plan and document - Meet the grievant to: • communicate completion of resolution plan • collect feedback - Grievant signs the Grievance Closure Form - Close the grievance	-

7.6. Community Awareness of the Grievance Mechanism

A grievance awareness campaign will be implemented to disseminate the Rovuma LNG grievance mechanism to the broader community, including local government authorities, community leadership, and general community members. The awareness campaign will be ongoing and not a single-time event and will include a variety of communications methods and

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 48 of 55

locations, such as community meetings, road shows, and radio broadcasts, to reach as wide an audience as possible.

The Community Affairs Team will regularly review the status of grievances registered by communities on a routine basis in a culturally appropriate manner.

7.7. Grievance Reporting

The Community Grievance Coordinator will prepare a regular summary of grievances and feedback trends that will be shared by the Socioeconomic Manager with the Project Leadership Team.

It is understood that the existence of many grievances from communities is not necessarily indicative of bad performance. Such a number may, in fact, demonstrate a high-quality dialogue and community interface. The goal is to gain trust and confidence on the part of communities that when valid concerns or complaints are appropriately raised, the Project addresses them and responds accordingly.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 49 of 55

8. ORGANIZATIONAL ROLES AND RESPONSIBILITIES

The Project Socioeconomic Management team holds the ownership of this Plan, and the requirements described within it will be implemented primarily by the Community Affairs Team. Close interaction with other internal stakeholders or teams will be required (e.g., Security, Business Services, Human Resources, Environmental and Regulatory, Biodiversity, MOH) to support the appropriate implementation of complementary and/or topic-specific engagement activities.

These groups will work together to maintain alignment in internal and external communications and to leverage their respective positions to enable a consistent approach to managing community relations.

8.1. Socioeconomic Manager

The Socioeconomic Manager has the following roles and responsibilities:

- Reinforcing and supporting a culture of respect for Project stakeholders
- Review key performance indicators and provide regular updates to the Country Manager and the Project Leadership Team and elevate issues, as appropriate.
- Assess patterns or issues and potential stakeholder-related ramifications to the Project's operations.
- Responsible for sufficient and competent resources, including budget, for effective implementation of this SEMP.
- Maintain an open-door policy for stakeholders and participate regularly in stakeholder consultation activities.

8.2. Community Affairs Manager

The Community Affairs Manager has the following roles and responsibilities:

- Manages stakeholder engagement activities with community-based stakeholders.
- Maintains awareness of local grievance management.
- Chairs a regular internal (to Socioeconomic Management) review of the Grievance Management Process
- Supervises the Community Affairs Leads, who provide quality control of grievance reporting, investigation, and management to closure
- Conduct site assurance to verify the following:
 - that contractor's engagement is consistent with Project processes and requirements
 - that community-based stakeholders are informed and consulted about project related matters.
 - necessary support to the site-based Community Affairs Team.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 50 of 55

8.3. Community Affairs Lead

A responsible and experienced individual will be assigned as Community Affairs Lead with the following roles and responsibilities:

- Work closely with the Project team to understand Project activities that may have an impact on surrounding communities.
- Supervise the CLO teams and coordinate the information and messages to be conveyed to the host communities as well as anticipated responses questions.
- Support the development of information and strategies to address concerns conveyed by the communities, including community grievances.
- Drive implementation of community engagement program consistent with this Plan, including engagement performance assessment and reporting
- Provide support in engagements with provincial and national level NGOs and civil society.

8.4. Community Liaison Officer

The CLO is the primary interface with local authorities, community stakeholders, local NGOs, and civil society organizations and has the following roles and responsibilities:

- Engage in bilateral communications with the traditional and appointed community leaders, and other influential, knowledgeable and trusted members of the community to learn and be cognizant of the communities' current and ongoing concerns regarding the Project and other life and livelihood impacts.
- Communicate relevant Project information and upcoming activities for the community's awareness and potential adjustment of activities if deemed necessary.
- Be the main recipient of community grievances, which will be provided to the grievance management team for processing and management
- Provide the approved response and any discussions necessary to complete the resolution of a grievance and communicate the outcome back to the grievance management team.

8.5. Local Grievance Coordinator

The Local Grievance Coordinator has the following roles and responsibilities:

- Serve as administrator for the Grievance Management Process
- Facilitate handling of grievances to promote consistency across contractors
- Provide quality control on the management and resolution of grievances
- Confirm that required responses to grievances have been prepared and channeled to the grievant in appropriate manner
- Verify that all data, information, and scanned documentation related to the complaint or response entered into the information management system are high quality, complete, and accurate
- Prepare Grievance Status Reports for review by Community Affairs Manager

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 51 of 55

- Prepare reports regarding grievance trends and performance indicators that indicate opportunities for improvement
- Liaise with CLO Team on progress towards close-out targets of grievances and system status update
- Participate in regular grievance management meetings to progress closure of outstanding grievances.

8.6. Contractor

The Project has primary responsibility for external engagements with the government, local communities, business in Mozambique, and with other stakeholders. The primary exception is in instances in which external communications or interfaces are required by the Contractor as part of its permitting and approvals process required to conduct the agreed scope of work. In such circumstances, Project will provide support and assistance to support consistency of key messages, facilitate access to target audiences, and demonstrate benefit of the Project in the best interest of the people of Mozambique.

8.7. Area 1 Operator and Other Execution Stakeholders

The Project considers the Area 1 Operator as an important stakeholder in the overall success of the Project execution. The Project will engage at multiple levels with the Area 1 Operator, as required, commensurate with the type and level of interactions required for their mutual benefit. For scopes and activities executed by Area 1 Operator on behalf of both parties, including resettlement, Area 4 will engage and influence Area 1 in accordance with the legal agreements governing these activities (see section 6.7) but the primary responsibility for stakeholder engagement rests with the Operator.

There are other similar important execution stakeholders relevant to the success of the Project, including the owner/operators of associated facilities as well as other nearby facility owners, e.g., shorebase operators adjacent to project facilities, other project proponents in the area that interface with project execution, e.g., quarry operators or other nearby civil projects. The Project will determine the levels of engagement with these other stakeholders, commensurate with the type and level of interactions occurring between the Project and the stakeholder.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 52 of 55

9. COMPETENCY, TRAINING AND AWARENESS RAISING

Success in developing and maintaining positive and mutually beneficial relationships with stakeholders is founded in having the appropriate skills and awareness to bring to the stakeholder engagement role. Competencies relevant to the stakeholder engagement discipline for the Project will be defined. Key competencies include the following:

- Knowledge and understanding of methods used to identify stakeholders, analyze their interests and issues, differentiate between issues and grievances, and engage effectively with them.
- Demonstrated ability for working with stakeholders, such as participatory planning methods, determining best methods for addressing community concerns, and developing and maintaining positive stakeholder relationships.
- Patience and flexibility, recognition of the value of win-win relationships, and a commitment to facilitation.

Appropriate training will be conducted for those involved in the stakeholder engagement program. This may also include contractors, if a specific contractor has a significant relationship with Project stakeholders. Example of the training program may include:

- Job requirements and associated competencies
- The external stakeholder environment and any needs, interests, or challenges presented by the environment (e.g., cultural sensitivities or working with minority, vulnerable, and under-represented groups)
- Technical training in methods of engagement, including the following:
 - Interviewing techniques
 - Data collection techniques such as surveys, polls, and questionnaires
 - Public meetings, workshops, focus groups, participatory methods, and other traditional mechanisms for consultation and decision-making
 - Grievance handling
 - Refresher training to meet required competency levels

The Project will base and develop training programs on a training needs analysis. The Project will source appropriate training opportunities externally or develop internal training programs, as appropriate.

The Project will make proactive efforts to cultivate stakeholder awareness and to promote a culture of support across the Project, including those business units and operational areas outside of the dedicated stakeholder engagement function. Some of the awareness-raising methods that may be used include the following:

- The incorporation of stakeholder information and background, Project objectives and principles, and community grievance mechanisms in Project personnel onboarding and refresher programs
- Stakeholder engagement topics of interest in management meetings, toolbox talks, and meetings and briefings with Project personnel (including contractors, where relevant)

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 53 of 55

- Stakeholder engagement "short courses" for Project personnel and contractors who do not have formal functional responsibility for stakeholder engagement but who may nevertheless interact with stakeholders
- The inclusion of stakeholder material from engagement activities and grievance mechanisms in Project newsletters, on poster boards, and in online forums.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 54 of 55

10. MONITORING AND REPORTING

10.1. Information Management System

The Project will monitor the stakeholder engagement program through an information management system. The information management system will include stakeholder engagement information that enables management and monitoring of activities linked to community relations and communications.

10.2. Reporting and Notification

Both internal and external reporting requirements apply to stakeholder engagement.

The Community Affairs Manager will provide regular updates to the Socioeconomic Manager and Project Team on defined performance indicators and line-of-sight to the importance of the community stakeholder engagements and timely grievance resolution. Updates may include topics such as:

- Summarize stakeholder engagement activities for the review period.
- Summarize new grievances and provide progress reports on the resolution of existing grievances.
- Summarize issues or topics arising through ongoing stakeholder consultation or recorded in the stakeholder consultation register/database.
- Analysis of trends or issues relating to stakeholders.

10.3. Performance Indicators

The Project will define performance indicators to monitor the effectiveness of this Plan. The performance indicators will include both leading and lagging indicators and will vary depending on level of Project activity. For example, at the outset, the Project may steward the following information:

- Number of engagements (total, by village, formal and informal)
- Estimated demographics of attendees (i.e., general age group, gender, etc.)
- Participation rates at Project-coordinated stakeholder meetings

Specific grievance management indicators that will be used are as follows:

- Number of grievances received during the reporting period.
- Number of grievances closed during the reporting period.
- Percent of simple grievances closed within 30 days.
- Reporting of aged unresolved grievances, if relevant, to management.

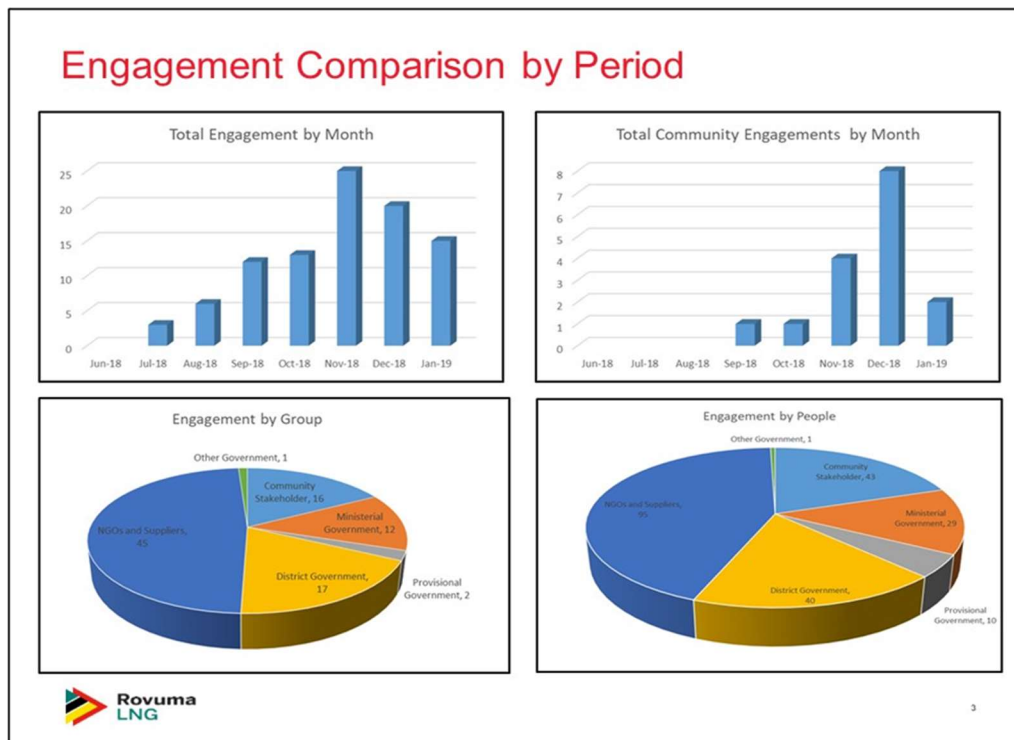
Other indicators that the Project may utilize include where appropriate:

- Attendance / participation levels (numbers of attendants) in total, by site, gender, general age group (youth, adult, elderly, etc.).
- Type of issues discussed by site, gender, general age group.

MOZAMBIQUE ROVUMA LNG PHASE 1	STAKEHOLDER ENGAGEMENT MANAGEMENT PLAN	Doc Num: MZFF-00-EM-HX- PPP-0002 Revision: 0 Date: 30 April 2026
	Unclassified	Page 55 of 55

- Type of questions raised by site, gender, general age group.
- Type of concerns raised by site, gender, general age group.
- Number of questions raised by site, gender, general age group.

Figure 5 Example Stakeholder Engagement Monthly Summary



10.4. External Reporting

Formal External reporting will include, but will not be limited to, submissions to government agencies required as part of the Project's license conditions. Other external reports may include the Project's Environmental and Social Report and accounting and financial reports as required by and distributed to specific audiences, such as communities, local government or partners. Reports for lenders will be prepared in compliance with lender requirements.

The Project will also report and communicate externally using a variety of methods and at varying frequencies, largely depending on the stakeholders concerned and the nature of the issue.